Department of Transportation
Draft Strategic Plan
Fiscal Years 2006 – 2011

TABLE OF CONTENTS

THE DOT MISSION

"The national objectives of general welfare, economic growth and stability, and the security of the United States require the development of transportation policies and programs that contribute to providing fast, safe, efficient, and convenient transportation at the lowest cost consistent with those and other national objectives, including the efficient use and conservation of the resources of the United States."[1]

THE DEPARTMENT OF TRANSPORTATION

The Department of Transportation (DOT) occupies a leadership role in global transportation. With 53,500 employees stationed in the U.S. and around the world, DOT is dedicated to improving transportation by making it safer, less congested, better connected, environmentally friendly and fully operational in all conditions.

Since its first official day of operation in 1967, DOT's transportation programs have evolved to meet the economic demands of the Nation.[2] The Bush Administration has proposed $65.6 billion in budgetary resources for fiscal year 2007 to support major investments in transportation that are vital to the health of our economy and the American way of life. These resources will address the needs of our current system in a responsible way, while at the same time laying the groundwork for America's transportation in the future.

As our transportation needs continue to grow and change, we must explore new and innovative ways to provide reliable transportation services that work better and cost less. Consequently, this Strategic Plan and the 2007 budget introduce alternative financing ideas that may provide answers for our resource needs in the future.

Today, DOT is comprised of the Office of the Secretary, the Surface Transportation Board,[3] the Office of the Inspector General and 10 operating administrations.

---

[1] Section 101 of Title 49, United States Code.

[2] A summary of the legislative authorities that direct DOT's various missions and programs appears in the chapter "Overview of DOT Legislative Authorities." A schedule of the reauthorization of DOT programs is also presented.

[3] With passage of the Interstate Commerce Commission Termination Act of 1995 (P.L. 104-88, December 29, 1995), Congress established the Surface Transportation Board within DOT, effective January 1, 1996. While formally part of DOT, the Board is decisionally independent of DOT and by law "…shall not be

DEPARTMENT OF TRANSPORTATION OPERATING ADMINISTRATIONS

Federal Aviation Administration

Federal Highway Administration

Federal Motor Carrier Safety Administration

Federal Railroad Administration

Federal Transit Administration

Maritime Administration

National Highway Traffic Safety Administration

Saint Lawrence Seaway Development Corporation

Pipeline and Hazardous Materials Safety Administration

Research and Innovative Technology Administration

responsible to or subject to the supervision or direction…of any other part of the Department of Transportation." (49 U.S.C. 703(c).

OVERVIEW OF THE DOT STRATEGIC PLAN

MISSION

The national objectives of general welfare, economic growth and stability, and the security of the United States require the development of transportation policies and programs that contribute to providing fast, safe, efficient, and convenient transportation at the lowest cost consistent with those and other national objectives, including the efficient use and conservation of the resources of the United States.

STRATEGIC GOALS

SAFETY: Enhance public health and safety by working toward the elimination of transportation-related deaths and injuries.

REDUCED CONGESTION: Reduce congestion and other impediments to using the Nation's transportation system.

GLOBAL CONNECTIVITY: Facilitate an international transportation system that promotes economic growth and development.

ENVIRONMENTAL STEWARDSHIP: Promote transportation solutions that enhance communities and protect the natural and built environment.

SECURITY, PREPAREDNESS AND RESPONSE: Balance transportation security requirements with the safety, mobility and economic needs of the Nation and be prepared to respond to emergencies that affect the viability of the transportation sector.

ORGANIZATIONAL GOAL

ORGANIZATIONAL EXCELLENCE: Advance the Department's ability to manage for results and achieve the goals of the President's Management Agenda.

SAFETY STRATEGIC GOAL

"Enhance public health and safety by working toward the elimination of transportation-related deaths and injuries"

OUTCOMES

1. Reduction in transportation-related deaths
2. Reduction in transportation-related injuries

STRATEGIES

Improving safety throughout the transportation network is the premier goal of the Department of Transportation and we are making significant strides, mode by mode, despite increasing exposure to safety risk. The story of improvements in transportation safety can be told as a story of technology reducing the opportunity for human error. For example, with airline simulator training, pilots gain 'real' experience flying through and out of wind shear in a risk-free environment. Below we present discussions of our central safety strategies mode by mode.

HIGHWAY SAFETY

Signed on August 10, 2005, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) provided the groundwork for innovative activities to support highway traffic safety. Our ability to work with states to develop and implement data-driven, workable, and self-sustaining highway safety programs is key to the overall success in achieving a reduction in highway safety fatalities.

To accomplish these reductions, DOT provides grants to states and local communities, supports research, demonstrations and countermeasure programs designed to prevent motor vehicle crashes and reduce their associated economic costs. While these programs have saved tens of thousands of lives, projections for highway fatalities and injuries show us that much more needs to be done in behavioral and vehicle safety to improve safety on our roads.

In the behavioral area, we will focus on the delivery of data-driven programs and countermeasures aimed at: increasing occupant protection use; reducing alcohol-related fatalities; reducing motorcycle fatalities; promoting effective speed management; prolonging older driver mobility as long as medically practicable; promoting parental roles in effective driver education curricula; and maintaining the integrity of driver licensing processes. As these behavioral programs mature, we are faced with the challenge of reaching audiences that are more resistant to safety messages. Our future behavioral efforts will therefore focus on harder-to-reach and under-served populations.

With respect to vehicle safety, the introduction of technology into motor vehicles is occurring at an ever-increasing rate, providing consumers with more choices in safety, ease-of-use, and entertainment. In addition to its traditional vehicle research, rulemaking, enforcement, and safety defect investigations, DOT will assess the lifesaving benefits of emerging technologies as they enter the vehicle fleet. In FY 2008, DOT will promulgate a final rule to include New Car Assessment Program (NCAP) ratings on the sales stickers of new vehicles, as mandated by SAFETEA-LU, providing consumers with more information on the safety of new vehicles at the point of sale.

TRUCK SAFETY

About 12 percent of all motor vehicle fatalities in the U.S. involve crashes with large trucks – nearly 5,000 of the 42,800 highway fatalities involved commercial vehicles in 2005. It is particularly challenging to bring down the fatality rate for these motor carriers, because truck miles traveled are increasing faster than vehicle miles.

DOT is committed to reducing the number of crashes and to saving more lives through programs and partnerships with other government agencies, industry and the public. Aggressive enforcement is our primary strategy for improving truck safety levels. We target high risk carriers through field activities such as compliance reviews, safety audits, and roadside inspections. One of the most important strategies is increased focus on the role of drivers in preventing crashes. The Large Truck Causation Study and other analyses show that influencing driver behavior is the biggest factor in crash prevention. While our traditional focus has been on improving the safety of motor carrier companies, this research shows that there are gains to be had from an increased focus on drivers. Therefore this is one of the primary areas where DOT seeks future improvements in truck safety. We will also conduct educational programs by partnering with states and other agencies to heighten public awareness of best highway safety practices for commercial motor vehicles and passenger vehicles.

TRANSIT SAFETY

Public transportation is the safest mode of surface transportation. According to the National Safety Council, riding the bus is 47 times safer than traveling by car, and traveling by train is 23 times safer than traveling by car. In 2004, there were 168 transit-caused fatalities. The challenge is to reduce even further transit fatalities and injuries as the total number of people using transit increases.

Our central strategy to accomplish this goal is to integrate safety and security throughout every aspect of public transit. This broad strategy includes: planning, design, operation and maintenance; effective and responsive training for transit personnel; technical assistance and oversight for transit operators; safety research and technology development; supporting effective drug and alcohol programs; and working with states to implement state safety oversight of rail fixed route systems.

AVIATION SAFETY

In the U.S., fatal airline accidents are such rare events that it is a challenge to express meaningfully the level of safety. Officially, DOT reports fatal accidents per 100,000 departures - at .022, which largely consists of cargo accidents or cases where a ground employee is struck by an aircraft on the ramp or an employee drives a tug into an aircraft. Concerning events that most people have in mind when they think fatal airline accidents, the rate for passenger airlines is on the order of 0.007 per 100,000 departures. With respect to passenger jets, the number is about half that level. Or you must fly every day for 43,000 years to get to an even chance of being killed in an airline accident – or an accident with fatalities occurs about every 15 to 16 million flights.

Aviation safety is the result of continual improvements in technology that reduce the opportunity for human error or that enable us to recover after a serious error. For example, pressurized aircraft in the 1940s started flying above most of the weather and terrain, at least en route. That change alone significantly reduced Controlled Flight into Terrain (CFIT) accidents and loss of control in flight. Radar and the jet engine also improved safety. More recent developments, such as the Traffic Collision Avoidance System (TCAS) and the Terrain Awareness Warning Systems (TAWS), are examples of technology improving safety levels. Today, we are on the threshold of reaching the next level in commercial aviation safety through safety information. Our central strategy for achieving a stronger future for aviation safety will entail sharing safety data.

RAILROAD SAFETY

Every day, trains in America travel more than 1.5 million miles to transport passengers to their destinations and deliver goods to the marketplace. America's rail system is a vast network of over 233,000 miles of track that serve as arteries for commerce and connections for local communities. To support America's economic growth, increased demands are being placed on our rails – in the form of more trains on our tracks than ever before. Amid a strong economy and increased demand for rail services, in 2005, the number of overall train accidents and derailments declined. Data comparing 2005 with 2004 show that overall train accidents decreased 6.0 percent, including a 6.6 percent reduction in the number of derailments. In addition, the total number of highway-rail grade crossing fatalities declined 3.5 percent and the grade crossing collision rate reached an all-time record low of 3.84 per million train-miles.

Preliminary data also reveal that human-factors – the leading cause of all train accidents – decreased 10.1 percent in 2005. Trespassing remains the largest single cause of rail-related fatalities accounting for 53.0 percent of the total that same year.

Our strategy for improving rail safety is to continue to implement the *National Rail Safety Action Plan* that was launched in 2005 to target the most frequent and highest-risk causes of train accidents and accelerate research into new technologies that can improve rail safety levels. Many elements of the plan have been implemented, including pilot projects to test technology to identify small cracks in rail joints, monitor track switch positions in nonsignaled or dark territory, and provide timely hazardous materials information to emergency responders.

Federal inspectors will study data to identify potential problem areas that need more attention before an accident occurs, and DOT will launch two new automated track inspection vehicles, tripling the number of track miles inspected annually. In addition, a proposed federal rule to reduce the most common human errors that lead to train accidents will be issued. For economic progress to continue, safety must remain the core principle that guides operations on our Nation's rail system.

PIPELINE SAFETY

The 2.3 million miles of natural gas and hazardous liquid pipelines carry nearly two-thirds of the energy consumed by our Nation and, as a mode of transportation, remain the safest and most efficient way to transport the enormous quantities of natural gas and hazardous liquids Americans use each day. We are achieving impressive safety results – pipeline accidents with severe consequences to people are trending steadily downward. Although there has been an increase in the total of all reported accidents in the recent past, this data reflects normal variations in year-to-year reporting as well as damage caused by hurricanes in 2005.

To continue to improve pipeline safety levels, we are implementing a multi-phase safety strategy into daily operations based on improving pipeline performance by: managing risk; sharing responsibility; and providing effective stewardship. DOT's pipeline safety program managers are well informed and empowered to seek innovative ways to improve safety while at the same time minimizing unnecessary costs to the economy.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our safety outcomes and to execute the specific strategies presented below. The schedule for executing our safety strategies extends from fiscal 2006 through fiscal 2011. All strategies presented below support both safety outcomes.

RESEARCH AND TECHNOLOGY STRATEGIES

1. Sponsor and conduct research to understand and address the causal factors and risks in accidents, to anticipate future safety risks, and to determine the most effective ways of mitigating the consequences of transportation accidents and incidents in all modes.
2. Support safety rulemaking by assessing the potential safety impacts of new transportation technologies, vehicles, concepts, designs, and procedures.
3. Reduce the involvement of alcohol and drugs, including prescription and over-the counter medications in all transportation incidents through data-driven, science-based interventions.
4. Sponsor and conduct research to reduce the hazards and resultant deaths, injuries and crashes associated with vehicle incompatibility and with rollovers.

5. Improve safety for all road users and mitigate deaths and injuries in motor vehicle crashes by conducting research on human factors and on the biomechanics of trauma.
6. Promote initiatives aimed at reducing the two leading causes of train accidents: human factors and defective track.
7. Accelerate research on rail tank-car structural integrity and on fatigue in the rail industry, a primary cause of train accidents.
8. Identify promising technologies for reducing the risk of train accidents in 'dark' or nonsignaled territory where hazardous materials are transported.
9. Conduct and sponsor research and analysis to advance innovation and technical solutions to improve truck safety information.
10. Undertake systematic safety risk assessments of new transportation technologies and procedures, to ensure that they are implemented in the safest possible way.
11. Test materials used in transit vehicles for fire/life safety and update guidelines to reflect advances.
12. Improve safety for the growing segments of the population consisting of drivers and motor vehicle occupants who are older or who have disabilities through research to develop enhanced usability features and technologies for these populations.
13. Reduce the occurrence and severity of crashes by assessing the benefits of improved motor vehicle crash avoidance and crashworthiness capabilities; upgrading standards; using consumer information to improve motor vehicle safety performance; and increasing the proper use of motor vehicle crash avoidance and protection equipment.

COMMUNICATION, EDUCATION AND TRAINING STRATEGIES

14. Increase the proper use of adult and child restraints through education, high-visibility enforcement, collaboration with motor vehicle and highway safety partners, regional demonstration programs, and strategic media usage.
15. Reduce the hazards associated with walking, biking and motorcycles through collaboration with motor vehicle and highway safety partners, education and rider training, protective attire, strategic media usage, and consumer information.
16. Implement a comprehensive approach to reducing speeding-related crashes through a combination of education, engineering and enforcement efforts.
17. Collaborate with engineering, enforcement, education and emergency services agencies and organizations to develop, promote and implement effective approaches to improve highway safety.
18. Work with Operation Lifesaver, the rail industry, State and local governments, and other transportation organizations to inform the public about rail safety.

19. Sponsor websites, seminars and meetings at which the various transportation modes can share advances in safety technology, regulation, and procedures.
20. Promote voluntary information sharing that provides information on accident causes, precursors and prevention or mitigation strategies to the people in government or industry best able to act on that information.
21. Promote safe motor carrier operations and best practices through partnerships and education.
22. Provide guidance and technical assistance to the state agencies responsible for safety oversight of rail transit systems, monitor the compliance with the requirements of the State Safety Oversight Rule for Rail Fixed Guideway Systems, and encourage a collaborative approach between the Federal and state agencies and rail transit system operators.
23. Provide guidance on transit bus safety including dissemination of model bus safety technical resource information.
24. Promote outreach and interaction within the transit industry on transit safety information through the dissemination of timely safety and security information, and the maintenance of a national safety and security clearinghouse and web site.
25. Provide transit safety and security training for transportation professionals, continuously updating the training to reflect advances in the state-of-the-art and state-of-the-practice and to meet changing training needs.
26. Reduce deaths and injuries – the most serious safety consequences of pipeline failure – by communicating information on best practices for land use; providing public education, training first responders, and promoting more effective use of technology to detect and limit the effects of pipeline releases.

DATA UTILIZATION STRATEGIES

27. Assist States in implementing a comprehensive, collaborative, and data driven approach to highway safety and encouraging the development of statewide Strategic Highway Safety Plans.[4]
28. Work closely with Tribes, States, local governments and other stakeholders to improve highway safety data systems and capabilities.
29. Develop and promote a comprehensive program that makes meaningful use of available rail data to focus inspection activities and assess enforcement techniques.
30. Evaluate the impact of new vehicle and infrastructure technologies on transit safety and security, including an ongoing analysis of data collected from incidents involving new technologies in bus and rail.

ENFORCEMENT, OVERSIGHT AND ACCOUNTABILITY STRATEGIES

[4] See 23 U.S.C. 148

31. Assist transit grantees and states in implementing Federal regulatory requirements for drug and alcohol testing of safety sensitive employees through program audits, and technical assistance and training focused on identified deficiencies and non-compliance trends.
32. Provide data-driven, science-based oversight and supervision of state highway safety performance-based grant programs and program contract management to ensure accountability in the use of Federal highway safety resources.
33. Partner with key stakeholders to promote the use of engineering design features that reduce crashes due to roadway departure, at intersections, and involving pedestrians.
34. Conduct a comprehensive compliance enforcement program to assure that vehicles and equipment comply with Federal motor vehicle safety standards, and conduct a comprehensive defects investigation and recall program to assure that safety defects for motor vehicles and equipment are identified and corrected or kept off the road.
35. Increase compliance with Federal Motor Carrier Safety Requirements (FMCSRs) and Federal Hazardous Materials Regulations (FHMRs) through enforcement by Federal safety personnel and grants to state safety agencies.
36. Modernize and optimize DOT's operational effectiveness through continuous implementation of best practices and innovations in enforcement in all modes.
37. Protect pipelines from excavation damage – the leading cause of all serious incidents – through stronger state and national damage prevention programs, a national 811 system for notifications, new technology, and work with the Common Ground Alliance.
38. Improve the packaging and handling of hazardous materials through performance-based standards, education, enforcement, and sharing best practices.
39. Improve motor carrier driver credentialing and licensing systems by enforcing standards for commercial drivers' licenses and establishing connectivity and data sharing of commercial driver records across all states.

SAFER INFRASTRUCTURE, VEHICLES AND RESPONSE STRATEGIES

40. Reduce death and disability by improving post-crash care through enhanced emergency medical and 9-1-1 systems.
41. Promote research initiatives to reduce train accidents caused by human factors and defective track, to reduce collisions at highway rail crossings, and to reduce trespassing along railroad rights-of-way.
42. Increase infrastructure and operational improvements which enhance the ability of travelers to remain on the roadway, reduce the adverse consequences of roadway departure, improve intersection safety and protect pedestrians and bicyclists in the roadway environment.

43. Integrate safety and security throughout every aspect of transit including planning, design, training, operations, and maintenance.
44. Invest in the transit infrastructure by replacing older bus and rail vehicles with newer, safer ones and improving track and transit facility conditions.
45. Implement integrity management practices to identify and repair corrosion and other defects in the pipeline system before it fails, and extend integrity management to gas distribution systems where four out of every five serious pipeline incidents occur.

PERFORMANCE MEASURES

Table 1 depicts the relationship between DOT's safety outcomes and the performance measures that will show our progress in achieving them.

TABLE 1. SAFETY OUTCOMES AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES
1. Reduction in transportation-related deaths 2. Reduction in transportation-related injuries	- Highway fatalities per 100 million vehicle miles traveled (VMT) - Highway fatalities involving large trucks per 100 million truck vehicle miles traveled (TVMT) - U.S. commercial fatal aviation accidents per 100,000 departures (3 year average) - Number of fatal general aviation accidents - Rail-related accidents and incidents per million train miles - Transit fatalities per 100 million passenger-miles traveled - Number of serious incidents for natural gas and hazardous liquid pipelines - Number of serious hazardous materials transportation incidents - Number of serious HAZMAT incidents involving commercial motor vehicles

REDUCED CONGESTION STRATEGIC GOAL

"Reduce congestion and other impediments to using the Nation's transportation system"

OUTCOMES

1. Reduction in urban congestion
2. Increased number of states that enable public private transportation investment partnerships
3. Increased use of integrated Intelligent Transportation System (ITS) networks and new incident management approaches
4. Increased investment in *"Corridors of the Future"*[5]
5. Reduced impediments to the efficient movement of freight over the transportation network, especially at key freight gateways
6. Meet new and growing demands for air transportation services through 2025 and beyond
7. Increased access for all Americans

STRATEGIES

Whether it takes the form of trucks stalled in traffic, cargo sitting on the dock at overwhelmed seaports, or airplanes circling over crowded airports, congestion is costing America an estimated $200 billion a year.[6] Americans squander 3.7 billion hours and 2.3 billion gallons of fuel each year sitting in traffic jams and waste $9.4 billion as a result of airline delays. Even worse, congestion takes a major bite out of every day – time that could be spent with families, friends, and neighbors.

Congestion is not a scientific mystery, nor is it an uncontrollable force. Congestion results from poor policy choices and a failure to separate solutions that are effective from those that are not. Therefore, the Department has taken a new strategic direction, a new approach to solving congestion.

[5] Corridors of the Future: A transportation corridor is defined as a geographic area between two points linking multiple centers, and moving people and freight. This definition includes both the transportation infrastructure and the new and existing development that surrounds the infrastructure. DOT will run a corridor competition to select 3-5 major corridors in need of long-term investment and will convene a multi-state process to advance project development. Source: Congestion Work Group Action Plan.
[6] Excerpts from former Transportation Secretary Norman Y. Mineta's May 16, 2006 address to the National Retail Federation.

In May, 2006, the Department announced the *National Strategy to Reduce Congestion on America's Transportation Network* – a national congestion relief initiative and directed the entire leadership of DOT to make congestion relief a top priority, and to take the following actions.

First, DOT will focus on our largest metropolitan areas and seek 'Urban Partnership Agreements' with as many cities as are willing to participate. These agreements will call for new variable pricing programs designed to spread traffic flows throughout the day and to get more throughput from existing highways. The agreements will also provide for more efficient and responsive bus systems that tailor services specifically for rush-hour commuters; speed up the review process for highway projects under way; and seek commitments from major employers in the region to allow more of their employees to adopt flexible schedules and telecommute.

Second, DOT will encourage more states to find ways to open their transportation infrastructure to private investment opportunities. State budgets are stretched thin, and gasoline taxes are becoming untenable as long-term sources of funding. At the same time, major financial institutions and their clients are expressing their willingness to invest billions of dollars in roads and airports. DOT will begin discussions with local officials and transportation consumers about the growing role that the private sector can and should play in transportation decision-making and investment. Our goal will be to expand the list of states that have flexible laws to permit greater private-sector involvement in transportation projects.

Third, DOT will focus the Intelligent Transportation Systems (ITS) program to encourage more communities to adopt technologies and practices designed to help drivers avoid backups and cut the traffic tie-ups caused by construction and fender benders. Almost half of all traffic congestion is caused by construction and crash incidents. DOT will invite the country's technology leaders to join a new Transportation Technology Forum. This forum will bring innovation and energy to build the world's most technologically sophisticated transportation system.

These steps will improve the performance of our existing systems. But there is a need for large-scale investments in physical infrastructure. These investments must be targeted to areas where they are needed most – including major, multi-state, multi-use trade and travel corridors. Therefore, DOT will embark upon a competitive process to select three to five 'Corridors of the Future' that have the greatest potential to relieve traffic, based on projected growth patterns.

These projects face enormous organizational and funding challenges. We intend to create a major Federal support structure through which sponsors can work. We will set ambitious permitting schedules for these projects, identify new financing options to fund them, and fast-track these projects for Federal dollars to get them moving from the drawing board to completion faster than ever before, without sacrificing environmental

protections. In addition, DOT has established a Surface Transportation Policy and Revenue Commission tasked with finding solutions that not only raise revenue for highway and transit projects, but also reduce the costs of congestion.

Fourth, we will deploy even more Departmental resources into Southern California to bring together state, local, and private-sector officials to relieve bottlenecks affecting freight coming from and heading to every corner of the country. We will convene a joint border transportation task force with the Department of Homeland Security (DHS) to accelerate some of the most significant transportation investments at our borders. We will engage America's major companies in a sustained dialogue about the future of our transportation system. Finally, we will take steps to improve aviation capacity by modernizing the aviation system and accelerating airport expansion programs. We will propose new ways to support the Airport and Airway Trust Fund to match funding for aviation services to demand.

DOT will use the tools, the technology, and the plan to begin seriously targeting congestion. We will use our people, our resources, and our expertise to help our partners at the state and local levels use their existing transportation networks better and add capacity where it makes the most sense, developing better policy choices to reduce congestion. We will fully integrate congestion reduction as a priority in SAFETY-LU, rulemaking and guidance issued by the Department.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for reducing congestion and to execute the strategies presented below. The schedule for executing our Reduced Congestion strategies extends from fiscal 2006 through fiscal 2011.

DOT NATIONAL STRATEGY

1. National Strategy to Reduce Congestion (Supports all outcomes)
    a. Relieve urban congestion in model cities by implementing a broad congestion pricing or variable toll demonstration; creating or expanding express bus service; securing agreements from major area employers to establish or expand telecommuting and flex scheduling programs; and expediting completion of the most significant highway capacity programs that hold the greatest potential for reducing congestion and bottlenecks.
    b. Unleash private sector investment resources by encouraging states to enact legislation enabling them to enter into infrastructure agreements with the private sector; overcoming institutional resistance to reform through education, demonstrations and relationship building with state agencies and private investors/developers; and utilizing existing Federal program authorities, including the major surface transportation law, SAFTEA-LU, to encourage formation of public-private partnerships.

c. Advance low-cost operational and technological improvements that increase information dissemination and incident response capabilities by: encouraging states to utilize their Federal-aid formula funds to improve operational performance, including providing better real-time traffic information; emphasizing congestion reducing technologies in the implementation of the ITS program; promoting best practices; and identifying private sector partnering and financing opportunities to improve incident and intersection management.

d. Accelerate the development of multi-state, multi-use transportation corridors – 'Corridors of the Future' by holding a competition to select three to five major growth corridors in need of long-term investment; convening a multi-state process to advance project development and seek alternative financial opportunities; and fast-tracking major congestion reducing corridor projects that received funding in SAFETEA-LU.

e. Target major freight bottlenecks and expand freight policy outreach by: transforming DOT's Gateway Team in Southern California into a larger Intermodal Team to convene the region's diverse freight stakeholder community to forge consensus on immediate and longer-term solutions; engaging shippers from the retail, manufacturing, agricultural and technology sectors, as well as freight carriers and logistics firms, through a series of 'CEO Summits' structured around DOT's National Freight Policy Framework; and, establishing a senior-level DHS-DOT border congestion team to prioritize operational and infrastructure improvements at the Nation's most congested border crossings.

f. Accelerate major aviation capacity projects and provide a future funding framework by: designing and deploying the Next Generation Air Transportation System – a modernized aviation system with greater capacity and less congestion; improving efficiency and reducing delays at LaGuardia Airport; giving priority treatment and agency resources to projects that enhance aviation system capacity; and streamlining environmental reviews for aviation capacity projects.

RESEARCH STRATEGIES

2. Conduct and sponsor research to reduce urban, metropolitan and suburban traffic congestion, freight gateway congestion, and aviation system congestion. (Supports outcomes 1, 4, 5, 6, 7, and 8)
3. Conduct and sponsor research to extend the life of the existing transportation system and improve the durability of infrastructure. (Supports outcomes 1, 3, 4, 5, 6, 7, and 8)
4. Conduct and sponsor research to advance the use of next generation technologies and to make effective use of combinations of modes in moving people and goods. (Supports outcomes 1, 3, 4, 5, 6, 7, and 8)

5. Conduct and sponsor research to improve the planning, operation, and management of surface transportation and aviation services and assets. (Supports outcomes 1, 3, 4, 5, 6, 7, and 8)
6. Conduct and sponsor research to improve transportation services for underserved areas and populations. (Supports outcome 8)
7. Work with industry, State DOTs, academicians to develop valid and reliable data concerning all aspects of congestion. (Supports all outcomes)
8. Advance the Nation's transportation research capabilities through fellowships, grants and cooperative research with other Federal agencies, universities, the private sector and state and local government.

CAPACITY MANAGEMENT STRATEGIES

9. Mitigate congestion and improve highway system reliability by aggressively addressing recurring and non-recurring causes of congestion and work with partners to identify specific challenges and develop workable solutions. (Supports outcomes 1 through 5)
10. Encourage partner agencies to apply asset (i.e., pavements, bridges, tunnels, roadway safety hardware) management systems to improve decision-making from the planning phase through the engineering, operations and maintenance phases. (Supports outcomes 1 and 5)
11. Advance the application of asset management principles and techniques, along with economic evaluation and tradeoff analysis, through outreach, training, and technical assistance to partner organizations. (Supports outcomes 1 and 5)
12. Accelerate the adoption and deployment of construction and system preservation innovations through programs such as Accelerated Construction Technology Transfer and Highways for Life. (Supports outcomes 1 and 5)
13. Promote the design, construction, preservation, and rehabilitation of highway structures with standards, materials, and practices that provide longer and more reliable performance, and that minimize impacts on traffic and safety. (Supports outcomes 1 and 5)
14. Develop and implement new pavement design procedures, demonstrate performance material related specifications, test and evaluate innovative equipment, and promote quality assurance practices to improve pavement smoothness, performance and measurement capabilities. (Supports outcomes 1 and 5)
15. Proactively ensure that partner organizations are effectively integrating system management and operations into project and program delivery decisions by encouraging the adoption of best practices and the systematic use of performance measures to monitor and improve transportation system performance. (Supports outcome 8)

16. Assist partner organizations in establishing and expanding the systematic use of performance measures to monitor and improve transportation system performance. (Supports outcome 8)
17. Improve airway access and modify aircraft separation standards to increase airspace capacity and allow more efficient use of airspace (Supports outcomes 6 and 7)

BEST PRACTICE STRATEGIES

18. Promote the enforcement of size and weight requirements on the National Highway System (NHS), and the assessment of heavy vehicle impacts on the NHS. (Supports outcomes 1 and 5)
19. Collaborate with partner organizations to explore use of public-private partnerships and non-traditional revenue sources for the delivery of transportation facilities and promote greater use of tolling, pricing, and related innovative finance mechanisms and reduce highway use tax evasion. (Supports outcomes 2 and 4)
20. Encourage the use of best practice tools and techniques to monitor program delivery and evaluate the impacts of proposed projects and programs. (Supports outcomes 1 and 5)
21. Engage household goods consumer-movers, shippers, and carriers through partnerships, education and compliance operations. (Supports outcome 5)
22. Promote the use of automated systems that provide more accurate and timely information for all aviation users. (Supports outcomes 6 and 7)

PERFORMANCE MEASURES

Table 2 presents the relationship between the outcomes we will achieve in reducing congestion as well as the performance measures and milestones that will show our progress.

TABLE 2. REDUCED CONGESTION OUTCOMES, AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES AND MILESTONES
1. Reduction in urban congestion	Urban Congestion Milestones - Urban Partnership agreements implemented - FY 07 Open Roads proposal passed in DOT Budget Urban Congestion Performance Measure - Percent of urban travel nationwide that is under congested conditions - Transit Ridership – Average percent change in transit boardings per transit market (150 largest transit agencies), adjusted for changes in employment levels.
2. Increased number of States that enable public/private partnerships	Public/Private Partnerships Milestone - Number of states enacting Public/Private Partnership laws where PPP authority is lacking
3. Increased use of integrated ITS networks and new incident management approaches	Operations Performance Measures - Traffic Incident Management measures Full function service patrols Quick clearance "Move it" laws - Percent of population with access to 511
4. Increased investment in "Corridors of the Future"	Corridors of the Future Milestones - Competition announced - Winners announced - Budget and legislative proposals approved

TABLE 2. REDUCED CONGESTION OUTCOMES, PERFORMANCE MEASURES AND MILESTONES (*CONTINUED*)

OUTCOMES	PERFORMANCE MEASURES AND MILESTONES
5. Reduced impediments to the efficient movement of freight over the transportation network, especially at key freight gateways	Freight Milestones - Key gateways named - Agreements on needed gateway improvements completed - Comprehensive Marine Transportation System (CMTS) waterway/port congestion strategy completed - National Freight Policy Framework implemented Freight Performance Measure - Pipeline system capacity lost due to incidents, corrective action orders and other issues
6. Meet new and growing demands for air transportation services through 2025 and beyond	Meet Air Transportation Demand Performance Measures - Through FY 2011, achieve an 88.76 percent on-time arrival for all flights arriving at the 35 Operational Evolution Plan (OEP) airports, equal to no more than 15 minutes late due to National Airspace System (NAS) related delays - Achieve an average daily airport capacity of 104,338 arrivals and departures per day by FY 2008 and maintain through FY 2011 at the 35 Operational Evolution Plan (OEP) airports
7. Increased access for all Americans	Increased Access Performance Measures - Percent of bus fleets compliant with the ADA - Percent of key rail stations compliant with the ADA - Number of employment sites that are made accessible by Job Access and Reverse Commute transportation services - Average time to respond to household goods mover complaints from consumers
8. Longer lasting, high performance highway infrastructure	High Performance Highway Infrastructure Performance Measures - Percent of travel on the NHS meeting pavement performance standards for good ride (target: 57% in 2008, 62% in 2011). - Percent of deck area on NHS bridges rated deficient, adjusted for average daily traffic (target: 22% in 2008, 19% in 2011).

GLOBAL CONNECTIVITY STRATEGIC GOAL

"Facilitate an international transportation system that promotes economic growth and development"

OUTCOMES

1. Reduced barriers to trade in transportation goods and services
2. Safer, more efficient and cost effective movement of passengers and cargo throughout international and domestic transportation systems, including U.S. ports of entry, modal and intermodal supply chains
3. Sustained international leadership in promoting U.S. transportation policies
4. Enhanced competitiveness of U.S. transport providers and manufacturers, in the global marketplace
5. Harmonized and standardized regulatory and facilitation requirements in the international arena
6. Expanded opportunities for all businesses in the transportation sector, especially small, women-owned and disadvantaged businesses.

STRATEGIES

Our Nation's prosperity relies on access to foreign markets, and access requires efficient and competitive global transportation networks. In 2005, the travel and tourism industry contributed $1 trillion to the U.S. economy. Exports of goods and services are responsible for as much as 30 percent of U.S. economic growth, and millions of jobs depend on selling goods and services abroad. On average, these jobs pay 13 to18 percent more than the national average.

International trade in transportation goods and services continues to play an increasingly important role in the Nation's economic well-being. In 2004, the U.S. traded $329.9 billion in transportation goods and $133.5 billion in transportation services. Over 1.9 billion tons of international freight, valued at $2.3 trillion, moved to and from the U.S. in 2004. Over 24 million containers were transported into the U.S. in 2004, 10 million by ocean vessels and 14 million by truck and rail from Canada and Mexico, illustrating the challenge of maintaining transportation security while facilitating efficient freight flows. Further, 338 million inbound and outbound trips were made between the U.S. and other countries in 2004, compared to 315 million trips in 1990, with same-day travel between the U.S. and Canada or Mexico accounting for the majority of these trips. International

freight volumes at these levels represent a significant source of stress on our domestic transportation system.

The globalization of the American economy has put pressure on our ports, borders, and airports. Many of the Nation's most important infrastructure facilities (truck terminals, port facilities, rail yards, and airports) are located in major urban areas. When combined with growing local traffic volumes, greater volumes of international freight and passenger traffic will result in more congestion and delay and, as a result, higher shipping and travel costs.

Continued restrictions that prevent access to foreign markets for transportation services are harmful to U.S. commercial interests. Unless new technologies and operating procedures are adopted, heightened security requirements will increase transit times for passenger and freight movements, which would result in higher operating costs for transportation operators and higher costs for U.S. shippers and the traveling public. Higher transportation costs would make it more difficult for U.S. business to compete in international markets.

To improve the safety, security, and efficiency of international transportation systems and the Nation's gateways, we will liberalize transportation markets; expand the capacity of our freight and passenger transportation systems; improve intermodal connections; ensure that new technologies, procedures, and infrastructure improvements are adopted; and practice positive engagement with foreign partners to improve system linkages on both the foreign and domestic sectors of the transportation chain.

Our strategies to address international transportation issues and networks in the global economy have two synergistic thrusts. One is directed toward opening international transportation markets; the other is directed toward improving essential, intermodal transportation linkages. Both are needed to achieve outcomes that will yield better global connectivity and a more competitive and efficient global marketplace. Adopting a coordinated and strategic domestic and international intermodal approach is central to DOT's role of promoting more efficient international transportation systems and improved global connectivity.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for global connectivity and to execute the strategies presented below. The schedule for executing our global connectivity strategies extends from fiscal 2006 through fiscal 2011.

STRATEGIES FOR OPENING INTERNATIONAL MARKETS

1. Through negotiations and other means work with our trading partners to seek further liberalization of international transportation markets. (Supports outcome 1)

2. Participate bilaterally, regionally or in international organizations at the ministerial and working levels to advocate worldwide adoption of harmonized standards and regulations and to promote improved global safety levels and regulatory oversight. (Supports all outcomes)
3. Advocate greater access to global markets for U.S. companies in the transportation sector. (Supports outcomes 1, 4 and 6)
4. Support Presidential initiatives that seek to achieve greater international outreach for transportation programs. (Supports outcome 3)
5. Invest in the capabilities of the Department's international program staff by recruiting a multilingual transportation workforce and developing core competencies in subjects related to international transportation. (Supports all outcomes)
6. Work with international development agencies to provide technical assistance, training, and support for technology transfer to foreign transportation stakeholders such as the *Safe Skies for Africa* and *Third Border* initiatives and the Iraq and Afghanistan assistance programs. (Supports outcome 3)
7. Develop and engage in international science and technology activities and exchanges, such as those led by the Departments of State and Commerce and bilateral cooperative activities such as those with Japan and South Korea. (Supports outcomes 3 and 4)
8. Conduct and sponsor research leading to harmonized international standards, improved cross-border collaboration, and global leadership for U.S. transportation providers. (Supports all outcomes)
9. Provide technical assistance, implement technology exchange, encourage collaboration, and identify opportunities to share resources among border agencies and other key U.S. and international partners. (Supports outcomes 3 and 4)
10. Facilitate the U.S. transportation industry gaining access to international markets through technology exchange and capacity building initiatives around the world, in established and emerging markets (i.e., Latin America, China, India, Japan, Europe, Russia, Kuwait, Iraq and Afghanistan). (Supports outcome 1)
11. Foster the continued development of competent civil aviation authorities worldwide that meet international safety oversight standards. (Supports outcome 3)
12. Work with key international partners to implement safety enhancements that will improve world-wide aviation safety while enabling the transfer of aeronautical products, technologies and services. (Supports outcomes 2 and 4)

STRATEGIES FOR IMPROVING ESSENTIAL INTERMODAL TRANSPORTATION LINKAGES

13. Promote global interoperable seamless operations in cooperation with international partners. (Supports outcome 2)

14. Support and conduct research on issues concerning intermodal and international transportation. (Supports outcome 2)
15. Accelerate the use of technologies such as ITS and space based applications at intermodal connectors, international border crossings and gateways to reduce congestion and streamline freight and passenger movements. (Supports outcome 2)
16. Assure the Department's effective participation in the Administration's *Automated Commercial Environment and International Trade Data System* to improve safety, security and to reduce congestion at ports of entry. (Supports outcome 2)
17. Proactively build freight professional capacity and encourage partner organizations to create coalitions that help integrate freight operations with conventional transportation planning. (Supports outcome 2)
18. Advance institutional protocols to improve integration of transportation concerns in the movement of goods and people at U.S. ports-of-entry. (Supports outcome 2)
19. Advance electronic safety and credentials monitoring to facilitate international traffic flow. (Supports outcome 2)
20. Collaborate with strategic global partners on the implementation of Next Generation Air Transportation System (NGATS) performance-based systems and concepts to ensure harmonization with corresponding international modernization efforts. (Supports outcomes 3 and 5)

PERFORMANCE MEASURES

Table 3 presents the relationship between our Global Connectivity outcomes and the performance measures that will measure our progress toward that goal.

TABLE 3. GLOBAL CONNECTIVITY OUTCOMES AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES
1. Reduced barriers to trade in transportation goods and services	Reduced Barriers to Trade - Number of international negotiations conducted annually to remove market distorting barriers to trade in air transportation - Number of new or expanded bilateral and multilateral aviation agreements completed - Number of potential air transportation consumers (in billions) in international markets traveling between the U.S. and countries with open skies agreements - Number of proceedings to award U.S. carriers newly available international route rights
2. Safer, more efficient and cost effective movement of passengers and cargo throughout international and domestic transportation systems, including U.S. ports of entry, modal and intermodal supply chains	Efficient Movement of Passengers and Cargo - Through 2011, maintain the U.S. St. Lawrence Seaway system and lock availability at 99 percent - Number of freight corridors with an annual decrease in the average buffer index rating. (2011 target TBD) - Travel time reliability at NHS border crossings. (Baselines and 2011 targets to be determined in FY 2007) - Conclude at least eight (new or expanded) bilateral safety agreements that will facilitate an increase in the ability to exchange aviation products and services by 2011
3. Sustained international leadership in promoting U.S. transportation policies	Sustained International Leadership - Secure a yearly increase of 20 percent in intellectual and financial assistance external funding for international aviation activities from the United States and international government organizations, multilateral banks and industry

TABLE 3. GLOBAL CONNECTIVITY OUTCOMES AND PERFORMANCE MEASURES *(CONTINUED)*

OUTCOMES	PERFORMANCE MEASURES
4. Enhanced competitiveness of U.S. transport providers and manufacturers, in the global marketplace	Enhanced Competitiveness - Number of technology/information exchange agreements that promote the U.S. highway transportation industry. (FHWA target is 3 new or expanded agreements by 2011) - Dollar value of overseas contracts awarded to U.S. companies as a result of FTA's promotional activities
5. Harmonized and standardized regulatory and facilitation requirements in the international arena	Regulatory and Facilitation Requirements - Number of countries with improved safety regimes achieved through well targeted U.S. technical assistance - By 2011, expand the use of Next Generation Air Transport System (NGATS) performance based systems or concepts to five priority countries. - Percent of hazmat proposals in which the U.S. prevails in international organizations
6. Expanded opportunities for all businesses in the transportation sector, especially small, women-owned and disadvantaged businesses	Business Opportunity - Percent of total dollar value of DOT direct contracts awarded to women owned businesses - Percent of total dollar value of DOT direct contracts awarded to small disadvantaged businesses

ENVIRONMENTAL STEWARDSHIP STRATEGIC GOAL

"Promote transportation solutions that enhance communities and protect the natural and built environment"

OUTCOMES

1. Reduction in pollution and other adverse environmental effects from transportation and transportation facilities
2. Streamlined environmental review of transportation infrastructure projects

STRATEGIES

Current data reveal that transportation is exerting significant pressure on the environment world-wide. Commercial and personal transportation have grown substantially in recent years and are projected to increase in the future despite higher prices for petroleum and warnings about climate change. At the current rate of growth, transportation's share of human-produced greenhouse gas (GHG) emissions in the U.S. will increase from 28 percent currently to 36 percent by 2020. Climate change has the potential to create significant weather irregularities, including sea level rise and more intense storms that could severely affect the integrity of transportation infrastructure and routine transportation operations.

We are working to achieve a balance between environmental challenges and the need for a safe and efficient transportation network. DOT's *National Strategy to Reduce Congestion on America's Transportation Network,* described the environmental impact of congestion. "Whether it takes the form of trucks stalled in traffic, cargo sitting on the dock at overwhelmed seaports, or airplanes circling over crowded airports, congestion is costing America an estimated $200 billion a year. Americans squander 3.7 billion hours and 2.3 billion gallons of fuel each year sitting in traffic jams and waste $9.4 billion as a result of airline delays."[7]

In April, 2006, the Department asked the Congress to take prompt action to authorize the reform of fuel economy standards for passenger automobiles for the first time. The Administration has shown strong leadership on fuel economy. The Department raised the light truck and sport utility vehicle standards twice in the last four years, including a rulemaking that will save nearly 11 billion gallons of gasoline, eliminate incentives to make lighter, and therefore more dangerous vehicles, and encourage all manufacturers to deploy fuel saving technologies.

[7] Ibid.

Indeed, the complexity of transportation and climate change issues presents major challenges for transportation decision-makers and planners. Decision-makers, who may be unfamiliar with how transportation contributes to and will be affected by climate change, are making choices with significant long-term implications for climate change. DOT established the Center for Climate Change and Environmental Forecasting (the Center) in 1999 to play a leadership role in meeting this challenge. The Center is the focal point within DOT for information and technical expertise on transportation and climate change, and for coordinating related research, policies, and actions. The Center promotes comprehensive multimodal approaches to reduce GHG emissions and prepare for the effects of climate change on the transportation system.

RESOURCES

Below we present our strategies for achieving our environmental stewardship goals. The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for environmental stewardship and to execute the strategies presented below. The schedule for executing these strategies extends from fiscal 2006 through fiscal 2011.

STRATEGIES TO IMPROVE TRANSPORTATION INFRASTRUCTURE REVIEWS

1. Exercise leadership in implementing President Bush's Executive Order 13274, *Environmental Stewardship and Transportation Infrastructure Project Reviews by:*
   - Expediting environmental reviews of high-priority transportation infrastructure projects;
   - Closely linking implementation of the Executive Order with congestion reduction initiatives; and
   - Advancing environmental stewardship through cooperative actions with project sponsors to promote protection and enhancement of the natural and human environment in the planning, development, operation, and maintenance of transportation facilities and services. (Supports both outcomes)
2. Use constructive and timely approaches to resolving conflicts when they arise over the use, conservation, and restoration of the environment, natural resources and public lands consistent with the August 2004, Executive Order on Cooperative Conservation and the accompanying Memorandum on Environmental Conflict Resolution. (Supports outcome 2)
3. Conduct and support research on ways to improve the environmental review process to achieve the timely delivery of transportation infrastructure projects. (Supports outcome 2)
4. Provide guidance, training, and assistance to ensure that State and Metropolitan Planning Organizations (MPO) are equipped to meet transportation conformity requirements, especially in newly designated non-attainment areas. (Supports outcome 2)

5. Encourage state departments of transportation to reinforce Context Sensitive Solutions (CSS) policy, facilitate training in CSS, and promote visibility for state CSS projects. (Supports both outcomes)
6. Provide guidance, and technical assistance to demonstrate the benefits of including ecosystem-based measures and approaches in transportation development. (Supports both outcomes)
7. Identify the benefits of exemplary ecosystems and obtain trade-offs from resource agencies. (Supports both outcomes)
8. Use FHWA's lead agency role to develop and meet schedules for Environment Impact Statements (EIS) and Environmental Assessments (EA) for Federal-aid projects; work with states aggressively to reduce delays linked to state actions and non-actions; and improve planning-National Environmental Policy Act (NEPA) linkages via policies, training and workshops. (Supports outcome 2)
9. Work proactively with Tribes, states, local governments, industry and other transportation stakeholders to seek integrated approaches to resolving transportation issues, support community needs and give full consideration to local environmental conditions. (Supports both outcomes)
10. Facilitate streamlined processes for environmental permits to enable pipeline operators to make critical repairs in their systems. (Supports both outcomes)

STRATEGIES TO REDUCE ADVERSE ENVIRONMENTAL EFFECTS FROM THE TRANSPORTATION SECTOR

11. Work with Congress to reform fuel economy standards for passenger automobiles that are cost effective, based upon sound science, and safeguard vehicle occupants. (Supports outcome 1)
12. Provide funding, guidance and information to state and local transportation agencies and other stakeholders on topics such as: diesel engine retrofits, idle-reduction technologies, congestion mitigation projects, and other cost-effective measures that reduce emissions; improve storm water mitigation and control; preserve and bank wetlands and habitats; and link the planning process with environmental review processes; wildlife protection; noise mitigation and controls; and historic preservation. (Supports outcome 1)
13. Focus on climate change initiatives with state and local transportation planning agencies through outreach, information sharing, capacity building, and other collaborative efforts. (Supports outcome 1)
14. Conduct and support research to understand the various impacts of transportation infrastructure and services on the natural and built environment. (Supports both outcomes)
15. Work proactively with government, industry and public interest groups in the U.S. and internationally to set environmental policies and standards and enforce environmental laws pertaining to transportation. (Supports outcome 1)

16. Support the President's Hydrogen Fuel Initiative through research on fuel distribution and delivery infrastructure, transportation of associated hazardous materials, and vehicle safety. (Supports outcome 1)
17. Create incentives to avoid, reduce or mitigate the adverse environmental effects that can accompany transportation services and facilities. (Supports outcome 1)
18. Foster dialogue, education and communication about transportation alternatives and choices that improve compatibility between transportation and communities and encourage consideration of the full range of transportation options, including pedestrian and bicycle travel, to address mobility and environmental challenges. (Supports both outcomes)
19. Publish timely information on best practices in mitigating transportation's impact on communities and the human and natural environment using secure Web-based technologies. (Supports both outcomes)
20. Collaborate with State and local emergency responders to simulate or exercise emergency response plans concerning environmental incidents in transportation. (Supports outcome 1)
21. Invest in the capabilities of the DOT workforce by hiring individuals with education and experience related to the nexus of transportation, energy and the environment such as urban and regional planning, economic development, environmental sciences and environmental law. (Supports both outcomes)
22. Improve DOT-owned or controlled facilities for the benefit of host communities by preventing pollution, recycling, using recycled products, and cleaning up contaminated facilities. (Supports outcome 1)
23. Develop better technologies and analytical tools to evaluate aircraft noise and emissions. (Supports outcome 1)
24. Work at the International Civil Aviation Organization (ICAO) to foster international aviation environmental standards, recommend practices, and guidance materials that are technically feasible, economically reasonable, provide a measurable benefit and take interdependencies between various emissions and between emissions and noise into account. (Supports outcome 1)
25. Implement integrity management practices in hazardous liquid pipelines to identify and repair corrosion and material/weld defects—the leading causes of spills in high consequence areas—before the pipe fails. (Supports outcome 1)

PERFORMANCE MEASURES

Table 4 presents the relationship between our Environmental Stewardship outcomes and the performance measures that we will use to measure our progress toward that goal.

TABLE 4. ENVIRONMENTAL STEWARDSHIP OUTCOMES AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES
1. Reduction in pollution and other adverse environmental effects from transportation and transportation facilities	Reduction in Pollution - Percent of DOT facilities characterized as 'No Further Remedial Action' under the Superfund Amendments Reauthorization Act - Minimize the number of areas in a transportation conformity lapse (2011 target is 6 or fewer areas) - Number of exemplary ecosystem initiatives (EEI) (2011 target is 30 EEI in at least 20 states) - Hazardous liquid pipeline spills in high consequence areas - Percent reduction in the number of people in the U.S. who are exposed to significant aircraft noise levels
2. Streamlined environmental review of transportation infrastructure projects	Streamlined Review - Median completion time for all Environmental Impact Statements (EIS) and Environmental Assessments (EA)

SECURITY, PREPAREDNESS AND RESPONSE STRATEGIC GOAL

"Balance transportation security requirements with the safety, mobility and economic needs of the Nation and be prepared to respond to emergencies that affect the viability of the transportation sector"

OUTCOMES

1. Rapid, effective decision-making in emergencies affecting the transportation sector
2. Expert transportation sector intelligence
3. Preparedness for emergencies affecting the transportation sector
4. Effective response to emergencies affecting the transportation sector

STRATEGIES

We have defined our *Security, Preparedness and Response* Strategic Goal to address challenges that seem greater than any we've faced in our history – challenges from terrorism and challenges from nature.

We address *Security* against the background of 9/11. Modern weapons give terrorists a tremendous amount of leverage in wreaking damage and havoc throughout the transportation network. In the London attack on July 7, 2005, just a handful of individuals disrupted one of the world's great metropolitan transit systems. Our security strategies recognize that the transportation network must remain a vital link for mobilizing matériel and armed forces for military contingencies and that we must continue to work closely with the Department of Homeland Security. Together, we will assess and reduce the vulnerabilities of transportation services and infrastructure to terrorist or criminal attacks while ensuring the mobility needs of the Nation for personal travel and commerce.

We address *Preparedness* and *Response* against the background of one of the most catastrophic natural disasters in American history – Hurricane Katrina. Indeed, Katrina was one of three storms, Katrina, Rita, and Wilma that, taken together, posed the single greatest challenge to our preparedness and response capabilities in the history of our Nation.

Transportation was critical in the Katrina evacuation considering the fact that more people – well over a million – had to move out of the area rapidly. More people migrated

after Katrina than in any other previous mass migration in American history except for the Dust Bowl, which took place over a period of decades and not over a period of a few days.

Against this backdrop, our *Security, Preparedness and Response* strategies address the challenges we anticipate in coming years. We recognize that the first element of facing a challenge is to prepare for it, and preparing involves many different activities – policy making, reviewing and validating intelligence, planning, building capabilities and capacity, training, and exercising scenarios. Our strategies put those elements in place to prepare us to deal with both expected and unexpected emergencies.

Our emphasis on planning is well founded: experience tells us that if you don't have a proper plan, improvisation is not going to provide the answer that you need when you're in the middle of the catastrophe. From the same standpoint, our strategies integrate our authorities and capabilities across the Department. A mode by mode, or stovepipe response would produce far less than a totality of effort, which the public rightfully expects from the Federal government.

Having a good plan, however, is no guarantee that evacuations, for example, will be carried out smoothly, particularly mass evacuations that involve many different agencies at all levels of government. Our strategies call for joint exercises in which plans are tested against different scenarios to determine if cooperating agencies can become accustomed to working together and can assess how their plans address various contingencies.

Our strategies recognize four phases of emergency management: preparedness, mitigation, response and recovery and they address these phases in a comprehensive, coordinated, multi-modal way. They also address cyber-security, a critical part of our preparedness and response.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for Security, Preparedness and Response and to execute the strategies presented below. The schedule for executing our Security, Preparedness and Response strategies extends from fiscal 2006 through fiscal 2011.

SECURITY STRATEGIES

1. Work with the Operating Administrations to communicate and validate timely, relevant, expert intelligence analysis that focuses preparedness efforts, supports operational response, supports international programs, and informs technical requests from the Intelligence and Law Enforcement Communities. (Supports outcome 2)

2. Work with the Operating Administrations to develop a security policy framework that will ensure preparedness, mitigate the consequences of transportation sector emergencies, and support the Department's mission. (Supports outcomes 1 and 2)
3. Fulfill DOT commitments to international partners and agreements, such as the Security and Prosperity Partnership for North America, and the North Atlantic Treaty Organization (NATO). (Supports outcomes 1 and 3)
4. Maintain DOT responsibility for oversight of national security initiatives affecting the maritime transportation system within MARAD. (Supports outcome 3)
5. Maintain government-owned sealift assets and provide assured access to commercial sealift and related commercial intermodal assets for use in defense mobilizations and national emergencies. (Supports outcome 3)
6. Develop and implement actions to work aggressively on closing identified security program gaps and emergency operation gaps in the highway system.
7. Work with the states, the Defense Department (Surface Deployment and Distribution Command), state military offices, and applicable military units to identify and address the highway infrastructure and operational requirements that support National defense and deployment needs. (Supports outcome 3)
8. Represent government and industry stakeholders within the civil community in the identification of U.S. Space-Based Position, Navigation, and Timing (PNT) needs and requirements, the promotion, coordination and leveraging of PNT capabilities across the civil community, and in the development of backup position and timing capabilities that can support critical infrastructure applications within the U.S. (Supports all outcomes)
9. Develop, promote and enforce performance-based national and international hazardous materials security standards. (Supports outcome 3)

CYBER SECURITY STRATEGIES

10. Make information technology (IT) a strategic enabler for the Department to provide critical capabilities for secure, efficient storage and transfer of information. (Supports outcome 3)
11. Evolve and mature the DOT Information Assurance (IA) Program to comply fully with the Federal Information Security Management Act (FISMA). (Supports outcome 3)
12. Develop total DOT cyber-situational awareness, enabling informed recovery, monitoring, and orderly quarantine. (Supports outcome 3)
13. Begin a phased integration of logical access controls into DOT processes through DOT Common Identity Standards in support of Homeland Security Presidential Directive (HSPD)-12. (Supports outcome 3)

14. Integrate effective IT security programs with critical business functions and systems to protect the confidentiality, integrity and availability of mission critical information. (Supports all outcomes)

PREPAREDNESS STRATEGIES

15. Work with the Office of the Secretary and Operating Administrations to:
    a. Develop multi-modal metrics to measure progress against each of the four new outcomes under this strategic goal by October 1, 2008. (Supports all outcomes)
    b. Establish and maintain emergency operations staffing, special teams and capabilities to respond effectively to incidents and fulfill our commitments under Homeland and National Security Presidential Directives and the National Response Plan. (Supports all outcomes)
    c. Provide complete, consolidated and accurate information about the impacts of incidents on the transportation system, for distribution to stakeholders and other government agencies. (Supports all outcomes)
    d. Assure continuity of operations, support continuity of government, and maintain emergency operations surge staffing and response capabilities to respond effectively to incidents and fulfill our commitments under Homeland and National Security Presidential Directives and the National Response Plan. (Supports all outcomes)
16. Examine hazmat transportation security measures using risk-based analyses to determine whether additional requirements are necessary and whether there are opportunities to dial back our regulatory posture wherever possible. (Supports outcomes 3 and 4)
17. Conduct hazmat field inspections, research, partnerships, and education through a coordinated strategy that ensures the security of the commercial motor vehicle industry. (Supports outcomes 3 and 4)
18. Develop and maintain plans, procedures, training and exercises that prepare the Department to respond to incidents whether security related or natural disasters. (Supports outcome 4)
19. Conduct and support research to reduce the vulnerability of surface transportation systems and to improve their ability to prepare for and recover from attacks, natural disasters, and emergencies. (Supports outcomes 2, 3 and 4)
20. Conduct and support research to develop technologies and procedures to secure hazardous materials shipments and to assess the risks of hazmat events. (Supports outcomes 3 and 4)
21. Provide transit security training for transportation professionals, continuously updating the training to reflect advances in the state-of-the-art and state-of-the-practice and to meet changing training needs.

RESPONSE STRATEGIES

22. Provide transportation assistance during disasters to other Federal agencies, states and local governments under the National Response Plan to reduce the loss of life, suffering and property damage. (Supports outcome 4)
23. Implement the public transit emergency management program in coordination with other DOT elements and other Federal agencies to ensure responsiveness to emergency transportation needs. (Supports outcomes 2 and 4)
24. Reduce death and disability by improving post-incident and post-crash care through enhanced emergency medical and 9-1-1 systems. (Supports outcome 4)
25. Sponsor programs to ensure that local emergency responders have timely access to hazardous materials information carried by all modes. (Supports outcome 4)
26. Determine what types of research and development could be conducted to improve on emergency response best practices used to protect the public and the communities in which we live and work. (Supports outcome 4)
27. Mitigate the consequences of hazardous materials accidents through local emergency response organizations, training, and tools to help responders react effectively. (Supports outcome 4)

PERFORMANCE MEASURES

Table 5 depicts the relationship between our Security, Preparedness and Response outcomes and the milestones and performance measures that will measure our progress toward that goal.

TABLE 5. SECURITY, PREPAREDNESS AND RESPONSE OUTCOMES, MILESTONES AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES
1. Rapid, effective decision-making in emergencies affecting the viability of the transportation sector 2. Expert transportation sector intelligence 3. Preparedness for response to emergencies affecting the transportation sector 4. Effective response to emergencies affecting the transportation sector	Target: DOT will develop quantitative performance measures for <u>each</u> of the four outcomes by October 1, 2008. DOT has set milestones for developing these measures as follows: 1. Develop multi-modal performance measures for each of the four outcomes by September 30, 2007 2. Conduct a trial performance period to field test and calibrate the performance measures between October 1, 2007 and September 30, 2008 3. Implement final performance measures for each of the four outcomes October 1, 2008 <u>Hazmat Emergency Response Measures</u> - Number of Emergency Response Guidebooks distributed - Number of first responders trained - Number of emergency response plans completed - Number of hazmat employees trained <u>Defense Mobilization Measures</u> - Percentage of DoD required shipping capacity complete with crews available with mobilization timelines. Target: through 2011, maintain the timely availability of DoD required shipping capacity at 94%. - Percentage of DoD designated commercial ports available for military use within DoD established readiness timelines. Target: through 2011, maintain the timely availability of DOD

	required commercial strategic port facilities at 93%.

ORGANIZATIONAL EXCELLENCE GOAL

"Advance the Department's ability to manage for results and achieve the goals of the President's Management Agenda"

OUTCOMES

1. Achieved strategic management of human capital goals
2. Achieved competitive sourcing goals
3. Achieved financial performance goals
4. Achieved budget and performance integration goals
5. Achieved E-government goals

STRATEGIES

We cannot achieve our strategic goals without vision, leadership and a culture of teamwork, collaboration and continuous improvement. We shall be leaders in pursuing best practices and achieving results that benefit taxpayers and the Nation. Our central management strategy for achieving organizational improvement will be delivering the results described in this Strategic Plan and full implementation of the President's Management Agenda (PMA).

To make DOT the most desirable place to work in the Federal Government and the internationally recognized focal point for transportation core competencies, we must face and address a number of challenges in the years ahead. Most critically, we must attract the best, the brightest and the most diverse workforce and inspire a new generation of innovators in transportation. Each of us has the responsibility to help DOT become the employer of choice not only within the transportation sector but also within the Federal Government.

RESOURCES

The human resources, programs, capital assets, information technology and other resources described in DOT's Annual Performance Budgets are needed to achieve our outcomes for Organizational Excellence and to execute the strategies presented below. The schedule for executing our organizational strategies extends from fiscal 2006 through fiscal 2011.

LEADERSHIP STRATEGIES

1. Exert leadership throughout the Department by setting clear strategic goals; being accountable for achieving results; and maintaining a strong customer focus. (Supports all outcomes)
2. Identify critical customer and partner satisfaction issues and develop specific actions to address these issues. (Supports all outcomes)
3. Continuously assess and improve the leadership competencies of DOT leaders at all levels to maximize program effectiveness. (Supports all outcomes)
4. Coordinate, prioritize and manage the Department's research portfolio and expedite implementation of cross-cutting innovative technologies through the Department's RD&T Planning Council. (Supports all outcomes)
5. Consistently apply the President's R&D Investment Criteria—relevance, quality, and performance – to all DOT-sponsored and in-house research. (Supports all outcomes)
6. Avoid undue delay in rulemaking proceedings by establishing Department-wide priorities and schedules, coordinating rulemaking actions, providing rulemaking process training, and adopting best practices. (Supports all outcomes)
7. Build a work environment free from discrimination by identifying and enforcing equal employment and diversity performance standards at the management level and enforcing disciplinary measure towards any employee that violates equal employment opportunity laws. (Supports all outcomes)
8. Develop and execute plans to improve the protection of DOT people, facilities, information, and equipment from intentional harm and to perform the essential functions of the Department even when key facilities are temporarily unavailable or unusable due to natural disasters or intentional harm. (Supports all outcomes)

HUMAN CAPITAL AND WORKFORCE DIVERSITY STRATEGIES

9. Ensure that all human capital decisions support DOT's mission and strategic goals while empowering individual workers to realize their full potential. (Supports outcome 1)
10. Conduct workforce planning to identify both mission and workforce trends, assess mission-critical core competencies, and implement plans to close gaps through vigorous learning and knowledge management approaches, targeted recruitment, and succession planning. (Supports outcome 1)
11. Implement the workforce development plan that has been established under the Department's Management Directive 715 Program that will result in a workforce of highly qualified individuals from diverse race/national origin/gender groups and individuals with disabilities. (Supports all outcomes)
12. Identify and utilize cost-effective opportunities for career development and share best practices; conduct employee satisfaction surveys; analyze employee satisfaction issues, and target specific strategies to address these issues. (Supports outcome 1)

13. Sustain a learning environment that drives continuous improvement in performance through knowledge management, training evaluation, coaching and mentoring. (Supports outcome 1)
14. Involve internal program staff, industry and other external sources in continuous systematic identification of core competencies and target levels to keep recruitment and development activities aligned to mission needs. (Supports outcome 1)
15. Implement diversity outreach and management approaches that create and sustain an inclusive and representative workforce in all occupations and at all grade levels. (Supports outcome 1)
16. Improve quality, timeliness and availability of workforce information provided DOT leaders. (Supports outcomes 1 and 5)
17. Increase awareness and use of Alternative Dispute Resolution (ADR) to resolve conflicts by providing training on the benefits of such programs, creating incentives for the use of ADR by impacted parties, and requiring its use, where possible and appropriate.

COMPETITIVE SOURCING STRATEGIES

18. Achieve organizational and economic efficiencies by competing commercial functions between public and private entities. (Supports outcome 2)
19. Find the best business solutions to accomplish the Department's mission through world-class acquisition and grants business processes. (Supports outcomes 2, 4, and 5)

FINANCIAL, BUDGET AND PERFORMANCE INTEGRATION STRATEGIES

20. Foster a results-oriented workforce through performance management and awards systems that link individual/team/unit performance to organizational goals and results through meaningful measures, and that make appropriate distinctions on the basis of contribution. (Supports outcomes 1 and 4)
21. Provide accurate and timely financial information that links resources to results to program managers for their use in improving performance and accountability. (Supports outcomes 3 and 4)
22. Work closely with partner organizations to measure and improve program delivery capability at state and National levels, with a particular focus on improving program risk assessment, fiscal constraint, and financial stewardship and oversight.

INFORMATION TECHNOLOGY STRATEGIES

23. Mature, institutionalize and operationalize Enterprise Architecture Processes throughout the Department to improve operational efficiency, information sharing and utilization of information resources. (Supports all outcomes)

24. Implement E-government initiatives and lines of business such as Business Gateway, Grants.gov, Geospatial One-Stop, E-Rulemaking, and the financial management line of business. (Supports outcome 5)
25. Demonstrate how IT contributes to program productivity. (Supports all outcomes)
26. Integrate E-government concepts in mission performance through training, knowledge sharing and publicizing best practices. (Supports all outcomes)
27. Undertake a rigorous analysis of the contribution of IT to each strategic goal to identify opportunities to support mission performance. (Supports all outcomes)
28. Leverage the Federal and Departmental Enterprise Architecture to improve the Department's services to citizens. (Supports outcome 5)
29. Expand the use of IT to enable faster, simpler and more efficient ways for citizens, states, local governments, industry and other stakeholders to transact business with DOT. (Supports all outcomes)

PRIVACY OF PERSONALLY IDENTIFIABLE INFORMATION (PII) STRATEGIES

30. Review technical, administrative and physical security safeguards for systems that contain PII on an annual basis. (Supports all outcomes)
31. Develop remediation plans to mitigate risks determined during annual safeguards review. (Supports all outcomes)
32. Increase user awareness of responsibilities for protecting the Department's PII data assets. (Supports all outcomes)
33. Work closely with other agencies to share ideas and resources for managing and protecting PII and incorporate government best practices. (Supports all outcomes)
34. Increase the prominence of the Privacy Officer role at the Operating Administration (OA) level to allow those responsible for privacy to incorporate best practices into their OA business practices. (Supports all outcomes)

PERFORMANCE MEASURES

Table 6 depicts the relationship between our Organizational Excellence outcomes and the performance measures that will measure our progress toward that goal.

TABLE 6. ORGANIZATIONAL EXCELLENCE OUTCOMES AND PERFORMANCE MEASURES

OUTCOMES	PERFORMANCE MEASURES
1. Achieved strategic management of human capital goals 2. Achieved competitive sourcing goals 3. Achieved financial performance goals 4. Achieved budget and performance integration goals 5. Achieved E-government goals	Performance will be based upon PMA Scorecard Standards for Success Percent of major Federally funded transportation infrastructure projects with less than 2% annual growth in the project completion milestone as reported in the finance plan (target is 90% in 2011). Percent of finance plan cost estimates for major Federally funded transportation infrastructure projects with less than 2% annual growth (target is 90% in 2011).

EXTERNAL FACTORS

Several external factors could significantly affect our ability to achieve our strategic goals. Although it is impossible to predict which of these factors, or which combination of factors will tip the balance in our ability to produce results, we present those we believe will play an important role in the years covered by this Strategic Plan.

GLOBALIZATION

Globalization generally refers to the expansion of global linkages, the organization of social life on a global scale, and the growth of a global consciousness. People around the world are more connected to each other than ever before. Information and money flow more quickly than ever. International travel is more frequent and international communication is commonplace. Goods and services produced in one part of the world are increasingly available in all parts of the world. Although these links are not new, they are more pervasive than in the past.

In the United States, international trade – the exchange of goods and services across international boundaries or territories – represents a significant share of GDP. The *"World Fact Book,"* published by the Central Intelligence Agency, ranks the United States first in the world in imports and fourth in exports. While international trade is usually the primary meaning of globalization, personal international travel for business and leisure is a significant trend in the globalization of transportation. These facts make it clear that DOT, in its stewardship role of the U.S. transportation network, has a crucial role to play in support of the Nation's economy.

As an external factor, globalization reinforces the need for highly efficient connections where the U.S. and international transportation networks meet. Absent a flu pandemic, or a global depression, there will be continued growth in demand for port throughput – around 10 percent a year – and an increase in new vessel capacity as carriers respond to growing demand.

In the near term, there are likely to be changes in manufacturing locations overseas. As traditional low-cost manufacturing countries increase their standards of living, manufacturing may switch to other parts of the world. These changing trade patterns may lead to shifts in the use of U.S. ports and inland distribution systems. As a result, existing ports and intermodal facilities may be bypassed, while ports and systems now currently underutilized may need significant expansion. Labor issues such as a shortage of truck drivers or labor unrest at the ports or railroads may also cause disruptions to, or unknown impacts on freight movement. Globalization demands flexibility in the transportation network and flexibility demands investment in infrastructure. Pressures on

transportation services and infrastructure from globalization will primarily affect our ability to achieve our Reduced Congestion and Global Connectivity goals.

CLIMATE CHANGE

A decade ago, the idea that the planet was warming up as a result of human activity was largely theoretical. We knew that since the Industrial Revolution began in the 18th century, factories, power plants, automobiles and farms have been loading the atmosphere with heat-trapping gases, including carbon dioxide and methane. But evidence that the climate was actually getting hotter was still murky.

But today, as an authoritative report issued by the U.N.-sponsored Intergovernmental Panel on Climate Change makes plain, the trend toward a warmer world has begun. Worldwide temperatures have climbed more than 1° Fahrenheit over the past century, and the 1990s were the hottest decade on record. Gradual climate change is probably not a threat to our ability to achieve our goals but rapid climate change would introduce unforeseen challenges and we would need to recalibrate nearly all of our goals.

Some of the ramifications of global warming in the transportation sector were seen when Hurricanes Katrina, Rita and Wilma hit the U.S. Gulf coast in 2005. These storms did not respect government agency authorities, or political boundary lines making it clear that government would need to be ready to collaborate and cooperate in new and innovative ways to cope with such events effectively. In the future, such events are likely to disrupt passenger transportation and the flow of cargo, particularly vital commodities such as food, medicines and petroleum products. Major transportation fuel supply disruptions could occur in pumping or transporting crude oil, in refining crude oil and in the distribution and delivery of fuels. Damage to large segments of roadway, tunnels, or bridges, as well as to waterway transport, rail freight movement, and transit services are all plausible risks. Electricity supply disruptions, such as major blackouts or brownouts, could sharply affect the operation of certain transport sectors, particularly aviation, rail, and transit. Reliance on information technology makes the Department itself, and thus its ability direct recovery efforts, more vulnerable when blackouts occur. The 2005 hurricane season dramatically revealed how enormous peak burdens were placed on the nation's transportation system when millions of people attempted to vacate or relocate in a narrow window of time. Primarily the roadway system, but also mass transit, rail, air and other modes can be severely burdened by such events.

Large events like Hurricane Katrina will present new challenges in emergency response. Multiple simultaneous events could overwhelm the capacity of the Department to provide adequate staff to support the Department of Homeland Security in our Emergency Support Function (ESF) 1 mission.[8] Finally, the costs for Hurricane Katrina and other catastrophic natural disasters may compete with funding for other major Federal programs. While supplemental emergency funds help Federal response and recovery efforts continue uninterrupted, they could negatively affect our appropriations and thus our ability to achieve our strategic goals.

[8] Under the National Response Plan, functions provided by the Federal government in support of State and local governments are divided into "Emergency Support Functions." There are 15, including communications, energy, medical, search and rescue, etc. DOT is the lead for "Emergency Support Function (ESF) #1: Transportation".

Climate change is an external factor that has caused us to develop our new Security, Preparedness and Response goal and, primarily because of the potential for the disruption of transportation services and infrastructure, could threaten our ability to accomplish our other goals.

FLU PANDEMIC

Globalization and the resulting highly integrated transportation networks make it possible for infectious diseases to spread rapidly from one region of the world to another. Once transmitted into populations with minimal natural immunities, such diseases could cause a substantial loss of human life and have adverse effects on economic activity and on transportation services. Indeed, the outbreak of an infectious disease in one part of the world may have serious economic and financial consequences for transportation firms operating in the region (e.g., the demand for international air service to Hong Kong during the initial outbreak of SARS). Such infectious diseases include, but are not limited to, Avian Flu, SARS, Monkey Pox, and virulent forms of tuberculosis. While the spread of any of these diseases would cause a serious disruption in world commerce and travel, concern is now focused on an Avian Flu Pandemic.

If the Avian Flu mutates to be transmissible from human to human, based on experience with past epidemics, the U.S. could experience the death and illness of a significant portion of the population. Because of absenteeism, Avian Flu could strain all segments of our economy and all modes of transportation. For example, pipeline operations, the distribution systems for gasoline and aviation fuel, could be disrupted due to unavailability of staff. Public health quarantines could make it impossible even for healthy truck drivers to deliver goods to highly impacted areas.

DOT has plans in place to sustain its critical business operations through a combination of teleworking (to promote social distancing) and working on-site for those functions that cannot be performed via telework. DOT will work with the Departments of State and Homeland Security as well as with state and local governments for prioritized delivery of critical system and services nationwide. Nevertheless, a flu pandemic is an external factor that could severely limit our ability to achieve all of our strategic goals.

DEMOGRAPHIC TRENDS

Demographic trends primarily work against our ability to achieve our safety and reduced congestion goals. With respect to safety, most transportation-related fatalities and injuries occur on the Nation's roads and highways and demographic trends make it more difficult to reduce these fatalities and injuries. Within the next 25 years, the U.S. population is estimated to grow to 364 million, up from 282 million in 2000. Vehicle miles of travel (VMT) is expected to increase steadily about 160 percent from 2000 to 2030 leading to much higher numbers of highway crashes and fatalities. Protecting segments of the population who remain at heightened risk – including teenage and older drivers, pickup drivers and rural residents – will continue to require special attention and targeted safety programs. Significant increases in the older population – the number of

people between the ages of 65 and 84 will increase by 114 percent from 2000 to 2050 – will pose highway and motor vehicle safety challenges, whether older Americans are drivers or passengers. The steady influx of immigrants from around the world will add complexity to the traffic safety challenge requiring us to be innovative in adapting our safety strategies, materials and approaches to reach these cultures.

DOT Workforce Departures

Anticipated retirements and the move to a new headquarters building may have a significant impact within DOT's management levels during the next few years. Many in the DOT workforce stayed on past their planned retirement age after the stock market decline a few years ago. But many employees are now about to retire, especially in FHWA, which has the largest concentration of retirement age managers. The pending retirements will affect institutional knowledge and memory. In addition, it may be increasingly difficult to attract and retain qualified IT staff in support of the future technological environment because of limits on federal salaries and intense competition for these workers. The aging workforce may require retraining to close the skills gap to function successfully in a future environment with advanced management tools, new hardware and software platforms, and networking capabilities. However, shrinking budgets may limit our ability to close these gaps. Civil service reforms may be too little and too late to attract new, capable employees into Federal Service. The Federal Government may become the employer of last resort, attracting a less skilled and less experienced work force. In short, DOT may be faced with implementing the new strategic plan with a curtailed workforce. Aggressive marketing, outreach and recruitment initiatives will be necessary to attract highly skilled and diverse candidates to fill the next generation of DOT employees and managers.

Driver Shortages

Approximately 2.5 million truck drivers worked in the U.S. during 2004. However, demand for truck and bus drivers is growing and potential driver shortages in the motor carrier industry may tempt some companies to use a higher percentage of new or unskilled drivers to meet increasing demands. Lack of qualified drivers is an external factor that may adversely impact efforts to reduce large truck and bus-related crashes.

Changing Lifestyles

With active lifestyles, increased discretionary incomes, longer life spans and busier schedules, most demographic groups are expected to travel at considerably higher rates than their current cohorts. This changing lifestyle is expected to result in more exposure to crash risks and a higher incidence of traffic injuries and fatalities.

Chauffeuring active children will create more pressures on parents to let teens of driving age become drivers of their younger siblings. People who must spend lots of time in their cars will tend to invest more in vehicle comfort, navigation, food-handling, and convenience features, as well as communication, business, or entertainment electronics to make use of their time – thereby increasing the risk of distracted driving. Finally, increased congestion and longer commuting times will contribute to increased driver

frustration and aggressive driving incidents. Changing lifestyle is an external factor that makes it more difficult for us to achieve our Safety, Reduced Congestion and Environmental Stewardship goals.

LICENSING

Current developments in licensing car and truck drivers may improve our ability to reduce transportation-related fatalities and injuries and achieve our Safety goal. Licensing is undergoing scrutiny because of traffic safety and homeland security issues. Recognition that the driver's license not only allows one to drive, but also provides a means for identifying an individual has led to debate on the role of the license and licensing bodies in the U.S. Because data exchange between state and Federal law enforcement, information is becoming more accessible. This exchange may reduce the large numbers of suspended, unlicensed, and uninsured motorists who are disproportionately involved in crashes. The AAA Foundation for Traffic Safety reported that 20 percent of all fatal crashes involved at least one driver who did not have a license.[9] Of those with invalid licenses, 28 percent had received three or more suspensions or revocations before their crashes.[10] Finally, because of demographic pressures, State Departments of Motor Vehicles (DMVs) will begin to reassess driver fitness over time and implement strategies that balance the need to maintain the mobility of the increasing older driver population while protecting public safety.[11]

NIMBYISM

An external factor that may work against our achieving our Reduced Congestion goal is NIMBYism (Not In My Back Yard). This refers to residents opposing a development as inappropriate for their local area, but generally not opposing such developments elsewhere. While NIMBYs protest many kinds of development, they are often encountered when a local government attempts to build or expand transportation infrastructure. For example, there is increasingly well organized and vocal opposition to perceived negative quality of life impacts from new and expanded railroad track, highways and airports. The opposition is characterized by demands for mitigation measures such as abatement of air and noise emissions; constraints on new rail yard or airport facilities; and requests for the widespread use of fencing and active warning devices. NIMBYism coupled with high-density commercial and residential development along rail corridors, and record rail traffic levels have resulted in demands for hazmat pre-notification and rerouting. Some NIMBYs use the environmental process to achieve their non-environmental ends while others enact new legislative mandates or win court rulings that may shift the balance of power or operational burdens from the Federal government to the states. It will be difficult to build needed infrastructure if contradictory or infeasible regulations are enacted locally or if conflicting or punitive

[9] Unlicensed to Kill: The Sequel. AAA Foundation for Traffic Safety. Washington, D.C. January 2003. http://www.aaafoundation.org/pdf/UnlicensedToKill2.pdf
[10] Ibid.
[11] Strategies for Medical Advisory Boards and Licensing Review. NHTSA. Washington, DC. July 2005. http://www.nhtsa.dot.gov/people/injury/research/MedicalAdvisory/

implementation occurs. NIMBYs are likely to affect our ability to achieve our Reduced Congestion and Environmental Stewardship goals.

PUBLIC PERCEPTION OF RISK

Public perception of risk, a close cousin to NIMBYism, is an external factor that may limit our ability to achieve our safety goals because it could change priorities for safety program interventions. The public is concerned about high-consequence events – where there is significant loss of life, injury, or environmental damage – at a level that is disproportionate to the actual risk. There is also a declining public tolerance for risk, associated with real declines in risk that may drive program efforts to focus on interventions with potentially diminishing returns. However, advances in technology, particularly in materials, construction, and defect detection technologies, offer the potential for not only reducing risk but also reducing the public perceptions of risk. NIMBYism and public perceptions of risk underscore the need for DOT to stress customer focus, transparency and education in program implementation.

THE ECONOMY

Cyclical and long-term changes in economic activity have a strong impact on discretionary personal travel and shipment of goods, effecting demand for transportation infrastructure and services. Economic growth spurs new commercial and residential developments, increases travel and trade, creates bottlenecks and strains the capacity of the infrastructure. Conversely, economic stagnation reduces development, travel, and trade. Economic stagnation also shifts demand for transportation from higher cost to lower cost services.

Economic growth shifts the pattern of transportation in important ways. As people's incomes grow, they tend to buy more expensive goods, with a higher value per unit weight. The higher value of these goods means that the time they spend in transit is more costly to the shipper, so the shipper is more willing to pay extra for more expedited forms of transportation. As a result, air freight has been the fastest growing form of freight transportation over the past decade, with trucking close behind. Even in rail transportation, the most rapidly growing cargo has been high-value, expedited intermodal freight.

The steady growth in the motor carrier industry means that truck traffic has been growing at a faster rate than overall vehicle traffic. Currently, trucks carry 75 percent of the Nation's commerce based on the value of the goods and more than two-thirds of these goods based on weight. In the future, large trucks will likely be an increasing part of the traffic stream and will make a greater contribution to congestion, safety and environmental problems. An expanding economy with the resultant increase in truck traffic is an external factor that will challenge the safety goal of reducing large-truck related fatalities and injuries, the goal of reducing traffic congestion, and the goal of reducing pollution from transportation sources.

The increase in high-value cargoes means that transportation costs are a smaller percentage of the overall delivered cost of the product. With transportation costs a smaller percentage of the total cost, shippers can afford to locate their production at a greater distance from the ultimate consumer, to save on production costs. The result has been the growth of global outsourcing that has characterized the U.S. economy for the past quarter-century. This in turn has had tremendous effects on the transportation system, placing a greater burden on the international supply chain – marine carriers, ports, and intermodal rail – to deliver the goods. The nodal points in this supply chain have become increasingly congested, and safety and environmental problems have been exacerbated.

Growth and decline in the U.S. economy can increase pipeline safety risk in certain ways. Economic growth normally brings an increase in commercial and residential development, which increases the probability of excavation or outside force damage to pipelines – a major factor in pipeline safety. On the other hand, economic and budget pressures can negatively influence the priorities of pipeline safety partners – the states – for implementing and enforcing pipeline safety measures. Financial pressures on the pipeline industry can diminish the resources available to support safe operating and maintenance practices.

Economic growth has also changed the nature of demand for passenger travel. As people's incomes have grown, they have traveled more, but their choice of mode of travel has shifted increasingly to air travel. Air passenger travel is a service with a high income-elasticity of demand – people buy proportionately more of it as their incomes grow. Over the past 20 years, as real incomes have risen by roughly 100 percent, airline passenger-miles have increased by 146 percent, highway passenger travel has grown by 49 percent, and population has grown by 28 percent. Thus, the economy is an external factor that can significantly affect our ability to achieve our Safety, Reduced Congestion, Global Connectivity and Environmental Stewardship strategic goals.

Declining Revenue in Transportation Trust Funds

The gap between increased transportation costs and declining revenue in transportation trust funds is an external factor that will hinder the Department's ability to modernize current transportation systems, prepare for increased capacity in the future, and achieve our strategic goals. "Estimates show that by 2025 at the latest, state and Federal fuel efficiency measures to reduce oil consumption and emissions of heat-trapping gases like carbon dioxide will cut per-mile gas costs by 15 percent to 25 percent, according to the Transportation Research Board....less conservative projections suggest that those cost reductions could happen by 2015 or earlier..."[12] Indeed, in April 2006, gas consumption declined because of higher prices.

[12] Seeking Fiscal Health without Gas Tax, The New York Times, March 25, 2006.

In convening the first meeting of National Surface Transportation Policy and Revenue Study Commission[13] in May 2006, former Secretary of Transportation Norman Y. Mineta remarked that the Commission had a rare opportunity to make a historic transition in how existing and new projects are funded. He noted that American businesses are, for the first time, starting to face substantial costs from transportation problems which could affect the country's ability to compete in the global economy.

Trust fund revenues pay for improvements to the Nation's transportation network. In aviation for example, the move to a modern, technology-driven aviation system requires sustained, multi-year investments. Similarly, reducing highway congestion requires significant infrastructure and technology investments. Increases in fuel prices may also increase the number of small cars which do not fare as well in crashes, especially with large commercial vehicles putting our safety goals at risk. Looking forward, projected trust fund revenues are unlikely to be sufficient to meet our Nation's transportation funding needs. Unless demand for transportation services declines or other sources of revenue are found such as private sector investment, the revenue shortfall is likely to limit our ability to achieve all of our goals.

OBSTACLES TO INTERMODALISM

Persistent obstacles to efficient intermodal connections in the U.S. such as the high cost of intermodal infrastructure projects and the stovepipe organizational structure of public transportation agencies impede our ability to improve U.S. connection points to the global transportation network. If this situation persists, the intermodal network will continue to experience erratic service reliability. Intermodal congestion will get worse and capacity constraints will slow the ability of the transportation network to recover from any adverse events – such as Hurricane Katrina. Unless addressed, obstacles to intermodalism could affect our ability to achieve our Reduced Congestion and Global Connectivity goals.

TECHNOLOGY

The previous external factors notwithstanding, current and emerging technologies can significantly help us achieve nearly all of our goals. New technologies add additional layers of safety to avoid and mitigate crashes. In 2005 for example, the Global Positioning System (GPS) and other technologies allowed the FAA safely to cut in half required vertical separations between aircraft thereby increasing airspace capacity.

Technologies improve levels of highway safety. These include adaptive cruise control, brake assist, anti-lock braking systems, advanced airbags, backing up warning sensors, drowsy driver monitoring, warning devices for specific types of impending crashes (rear-

[13] National Surface Transportation Policy and Revenue Study Commission, established under Section 1909 of the Safe, Accountable, Flexible, Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU).

end, lane/road departure, intersection), and systems that take control of the vehicle such as electronic stability control, rollover prevention and alcohol detection.

Additional occupant protection improvements, including advanced vehicle structures, safety belt/ignition-interlock systems, additional airbags and other interior protection features will reduce injuries and fatalities when crashes do occur. Immediately after impact, onboard communications could automatically notify rescue services of a crash, its location, and probable extent of injuries based on onboard sensors. The proliferation of traffic video surveillance in urban areas and mobile telephone communications could increase the chance of a 9-1-1 call, and possibly reduce response time by emergency personnel. Enhanced 9-1-1 technologies could also spur similar improvements in rural and suburban communities.

Technologies will play expanded roles to manage primary crash incidents and help prevent avoidable secondary crashes. Finally, devices that record onboard sensor data about crash circumstances and the behaviors of each involved vehicle help experts understand what happened and lead to vehicle, roadway design, and driver training improvements to avoid recurrences.

Other technologies that could help reduce crashes and improve licensing processes include computer simulators, biometrics, and smart card driver licenses. Vehicle performance diagnostics, driver warnings, and vehicle self-help measures, including wireless notifications to repair services, should reduce dangerous breakdowns. Drivers will receive en route advance warnings about upcoming weather or road hazards. Such warnings could help reduce incidents in which inattentive drivers strike roadside workers.

Estimated benefits that might be derived from the full deployment of ITS technologies are reductions in congestion-related delays, fuel consumption, and emission of harmful pollutants. Widespread deployment of ITS technologies and operational strategies not only relieves congestion, but also makes travel on the highway system more reliable and predictable. In short, transportation technology is a positive external factor that helps us achieve our goals.

PROGRAM EVALUATION

Program evaluation is one of the three major elements of the Government Performance and Results Act (GPRA). The statute calls for agencies to use program evaluations to assess the manner and extent to which Federal programs achieve intended objectives. The statute further calls for an agency's Performance Plan to include a summary of the findings of program evaluations completed in the fiscal year covered in the report. Finally, the GPRA calls for a schedule for future program evaluations to be presented in Strategic Plans and the DOT schedule for future program evaluations is presented below.

DOT reports its completed program evaluations annually in "The Department of Transportation Performance and Accountability Reports."[14] To the extent that the results of completed program evaluations, Program Assessment Rating Tool (PART) reviews, and the reports of the DOT Office of the Inspector General and the General Accountability Office illuminate how we might achieve results more effectively or address future conditions, we considered these in writing the strategies presented in this Strategic Plan. Table 7 below presents a schedule for future DOT program evaluations. These evaluations represent a cross-section of DOT programs that must be well-managed in full support of budget-performance integration.

[14] www.dot.gov

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011

Agency	Strategic Goals					OE	Methodology	Title	FY Completed
	S	R	G	E	P				
RITA						X	Process - NRC Review & GAO Study	RD&T Strategic Plan	2006
FMCSA	X						Outcome - Conducted by Independent Auditor	Commercial Driver's License Program	2006
FMCSA	X	X	X		X	X	Process - Conducted by Independent Auditor	Performance Linkages	2006
FAA					X		Outcome	Facility Security Program	2006

Legend

Strategic Goals

S Safety
R Reduced Congestion
G Global Connectivity
E Environmental Stewardship
P Security, Preparedness and Response
OE Organizational Excellence

Methodology

Impact Evaluations use empirical data to compare measurable program outcomes with what would have happened in the absence of the program. These represent the highest standard of program evaluations and are often the most difficult and expensive to construct and interpret.

Outcome Evaluations assess the extent to which programs achieve their outcome-oriented objectives. Outcome evaluations will use quantitative methods to assess program effectiveness, but fall short of the rigorous causal analysis of impact evaluations.

Process Evaluations assess the extent to which a program is operating as intended. While a true process evaluation will use objective measurement and analysis, it falls short of assessing the causal links between intervention and outcome.

Cost-Benefit and Cost-Effectiveness Analyses compare a program's outputs or outcomes with the costs to produce them. This type of analysis conforms to program evaluation when applied systematically to existing programs and when measurable outputs and outcomes are monetized.

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011 *(CONTINUED)*

Agency	Strategic Goals					OE	Methodology	Title	FY Completed
	S	R	G	E	P				
PHMSA	X			X			Outcome	Retrospective assessment of benefits and impacts of the pipeline safety operator qualification regulations.	2007
PHMSA	X			X		X	Process - Conducted by independent auditor	Assess the current information technology (IT) program to identify overlapping and redundant IT investments, systems and services.	2007
FAA	X		X				Outcome	Safer Skies	2007
MARAD					X		Impact assessment - Conducted by an independent auditor	Maritime Security Program	2007
FAA	X						Outcome	Operational Error Program	2008
NHTSA	X						Outcome - Conducted by an independent auditor	Evaluation of National Mobilizations	2006 2007 2008
FMCSA	X						Outcome - Conducted by an independent auditor	Compliance Review (CR) Effectiveness	Annually 2006 through 2011
FMCSA	X						Outcome - Conducted by an independent auditor	Roadside Inspection and Traffic Enforcement Effectiveness	Annually 2006 through 2011
FRA	X	X		X	X		Process - Conducted by an Independent Auditor	Review of FRA's Research, Development and Demonstration Programs	Annually 2006 through 2011

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011 *(CONTINUED)*

Agency	Strategic Goals					OE	Methodology	Title	FY Completed
	S	R	G	E	P				
FTA/FHWA	X	X	X		X		Cost Effectiveness	Infrastructure Investment Needs Report (Conditions and Performance Report	Biennially 2006 through 2011
FRA	X					X	Outcome - Conducted by an Independent Auditor	Railroad Safety Enforcement	2006 2007
NHTSA	X						Outcome	Side Impact Protection and Side Air Bags	2007
FMCSA	X						Process - Conducted by an Independent Auditor	SafeStat Program	2007
FMCSA	X						Process - Conducted by an Independent Auditor	Alternative Inspection Regimes	2007
FTA		X		X			Cost Benefit	Public/Private Partnership Program	2007

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011 *(CONTINUED)*

Agency	Strategic Goals					OE	Methodology	Scope	FY Completed
	S	R	G	E	P				
PHMSA	X			X	X		Process	Evaluation of outreach and training programs	2008
FMCSA	X				X	X	Process/cost effectiveness - Conducted by an Independent Auditor	State Division Effectiveness	2008
FMCSA	X				X		Process/cost effectiveness - Conducted by an Independent Auditor	Motor Carrier Safety Assistance Program (MCSAP)	2008
FHWA/FTA		X					Cost effectiveness	Infrastructure Investment Needs Report	2008
FAA		X					Process	Aircraft Delay Reduction Program	2008
FMCSA	X						Process – conducted by an independent auditor	Quality Assurance Review – Grants Management	2008
FTA		X					Outcome	Job Access and Reverse Commute Formula Grant Program	2008
MARAD					X		Impact assessment - conducted by an independent auditor	Maritime Education Programs	2008

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011 *(CONTINUED)*

Agency	Strategic Goals					*O*	Methodology	Title	FY
	S	R	G	E	P	*E*			Completed
PHMSA	X			X			Outcome Process	Evaluation of the pipeline safety State grants program	2009
PHMSA	X						Process	Evaluation of processing pipeline and hazmat enforcement cases	2009
PHMSA	X						Process	Evaluation of readiness among emergency responders	2009
RITA						X	Process - Conducted by an independent auditor	UTC Program	2009
FAA				X			Outcome	Strategic Sourcing	2009
FAA	X						Outcome	Commercial Human Spaceflight	2009
FMCSA	X						Outcome – Conducted by an independent auditor	New Entrant Safety Audits	2009
FMCSA	X						Cost effectiveness – Conducted by an independent auditor	Information Management Program	2009
FTA		X					Outcome	Contracted Para-transit Pilot Program	2009
MARAD				X			Process – Conducted by an independent auditor	Ship Disposal	2009

TABLE 7. PROGRAM EVALUATIONS FOR FISCAL YEARS 2006-2011 *(CONTINUED)*

Agency	Strategic Goals					OE	Methodology	Title	FY Complete
	S	R	G	E	P				
FMCSA	X						Outcome - Conducted by an independent auditor	Motor Coach Operations	2010
RITA		X	X				Cost Benefit	BTS – Airline Program Web Filing	2010
FMCSA	X						Process	Quality Assurance Review – Enforcement Activities	2010
FHWA	X	X	X	X	X		Outcome	Strategic Highway Research Program II—Report on Implementation of Results	2010
FHWA	X	X	X	X	X		Process	Strategic Highway Research Program II—Programmatic Evaluation	2010
FAA				X			Process	Streamlined Environmental Impact Statement Process	2010
MARAD			X				Process - Conducted by an independent auditor	Cargo Preference – Food Aid Cargoes	2010
PHMSA	X			X			Impact	Effectiveness of the pipeline safety integrity management program.	2011
FAA	X						Outcome	Runway Safety Program	2011

OVERVIEW OF DOT LEGISLATIVE AUTHORITIES

The Secretary of Transportation, under the direction of the President, exercises leadership in transportation matters. Section 101 of Title 49 United States Code describes the United States Department of Transportation (DOT) purpose as follows:

"(a) The national objectives of general welfare, economic growth and stability, and security of the United States require the development of transportation policies and programs that contribute to providing fast, safe, efficient, and convenient transportation at the lowest cost consistent with those and other national objectives, including the efficient use and conservation of the resources of the United States.

(b) A Department of Transportation is necessary in the public interest and to –

(1) ensure the coordinated and effective administration of the transportation programs of the United States Government;

(2) make easier the development and improvement of coordinated transportation service to be provided by private enterprise to the greatest extent feasible;

(3) encourage cooperation of Federal, state and local governments, carriers, labor and other interested persons to achieve transportation objectives;

(4) stimulate technological advances in transportation, through research and development or otherwise;

(5) provide general leadership in identifying and solving transportation problems; and

(6) develop and recommend to the President and Congress transportation policies and programs to achieve transportation objectives considering the needs of the public, users, carriers, industry, labor and national defense."

OFFICE OF THE SECRETARY (OST)

- Oversees formulation of national transportation policy and promotes intermodal transportation.
- Negotiates and implements international trade and aviation economic agreements as part of U.S. Delegations chaired by the U.S. Trade Representative and the Department of State.
- Provides oversight, coordination, and policy guidance on a variety of cross-cutting subject areas, such as global position satellite systems, transportation

industry drug and alcohol testing, small and disadvantaged business enterprises, and access to transportation services for Americans with disabilities.
- Investigates and decides whether an air carrier, foreign air carrier, or ticket agent has been or is engaged in an unfair or deceptive practice or unfair method of competition.
- Implements aviation economic regulatory requirements, including the prohibition on air carriers, foreign air carriers, or ticket agents from engaging in unfair or deceptive practices or unfair methods of competition.
- Administers the Essential Air Services program, which subsidizes air carriers providing service to small communities that otherwise would lose commercial air services and the Small Community Air Service Development Program, which gives grants to small communities to enhance their air service.
- Issues licenses to U.S. air carriers and to foreign air carriers, which are required for their operations under the applicable transportation statutes.
- Participates as a member of the AMTRAK Reform Board.
- Oversees and coordinates intelligence, security matters, and emergency preparedness and response relating to transportation matters, including national or regional emergencies.
- Participates and cooperates in international activities to enhance its statutory mission.
- Participates in intergovernmental efforts concerning transportation security and drug control matters.

THE FEDERAL AVIATION ADMINISTRATION (FAA)

- The Administrator is appointed by the President for a five-year term and reports directly to the Secretary.
- The FAA promotes safe flight of civil aircraft in air commerce by prescribing standards for the operation, maintenance, design, material, construction, and performance of aircraft, aircraft engines, and propellers.
- The FAA issues airman certificates, type certificates, production certificates, airworthiness certificates, air carrier operating certificates, airport operating certificates, air agency certificates, and air navigation facility certificates.
- The FAA helps develop and maintain a safe and efficient nationwide system of public-use airports that meets the present and future needs of civil aeronautics.
- The FAA licenses commercial space launches of launch vehicles and the operation of non-Federal launch sites within the United States and by U.S. citizens abroad.

FEDERAL HIGHWAY ADMINISTRATION (FHWA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- The Federal-aid Highway Program provides Federal financial resources and technical assistance to States and local governments for constructing, preserving,

and improving the National Highway System. The program also provides resources for urban and rural roads that are not on the System, but that are eligible for Federal-aid.
- The Federal Lands Highway Program provides funding for public roads and highways within federally owned lands and tribal lands that are not a State or local government responsibility. Through the Federal Lands Highway Program, the FHWA works with other Federal agencies to plan and construct public lands highways, park roads and parkways, wildlife refuge roads and Indian reservation roads.

FEDERAL RAILROAD ADMINISTRATION (FRA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- FRA oversees our Nation's railroads, funds the rehabilitation of rail lines, and carries out the Federal railroad safety laws and regulations.

NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION (NHTSA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- NHTSA establishes and enforces automobile safety regulations, including crash avoidance and crashworthiness standards, and consumer protection standards, including fuel efficiency standards, bumper standards, and regulations relating to odometer tampering and domestic content labeling.
- NHTSA investigates safety defects.
- NHTSA carries out the duties and the powers of DOT to provide for aspects of highway safety, such as driver performance, other than highway safety design.

FEDERAL TRANSIT ADMINISTRATION (FTA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- FTA assists in the development, improvement and funding of public transportation systems, equipment, facilities, techniques, and methods with the cooperation of public and private mass transportation entities.

SAINT LAWRENCE SEAWAY DEVELOPMENT CORPORATION (SLSDC)

- The Administrator is appointed by the President for a seven year term and reports directly to the Secretary.
- SLSDC is authorized to operate and maintain the St. Lawrence Seaway in coordination with the St. Lawrence Management Corporation of Canada.

MARITIME ADMINISTRATION (MARAD)

- The Administrator is appointed by the President and reports directly to the Secretary.
- MARAD carries forth the congressional finding that it is necessary for the national defense and development of its foreign and domestic commerce that the United States shall have a merchant marine…sufficient to carry…its domestic water-borne commerce and a substantial portion of the waterborne export and import foreign commerce of the United States and to provide shipping service essential for maintaining the flow of such domestic and foreign waterborne commerce at all times…capable of serving as a naval and military auxiliary in time of war or national emergency.

PIPELINE AND HAZARDOUS MATERIALS SAFETY ADMINISTRATION (PHMSA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- PHMSA regulates and enforces the safe and secure transportation of hazardous materials.
- PHMSA regulates and enforces the safety and environmental protection of pipeline transportation.

RESEARCH AND INNOVATIVE TECHNOLOGY ADMINISTRATION (RITA)

- The Administrator is appointed by the President and reports directly to the Secretary.
- RITA coordinates, facilitates, and reviews the Department's research and development programs and activities, and advises the Secretary on scientific and technological matters.
- RITA coordinates research and development of innovative technologies, including intelligent transportation systems.
- RITA conducts comprehensive transportation statistics research, analysis, and reporting through to the Bureau of Transportation Statistics.
- RITA coordinates and conducts education and training in transportation and transportation-related fields, including management of the University Transportation Centers program and the Transportation Safety Institute.
- RITA oversees the activities of the Volpe National Transportation Systems Center.

FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION (FMCSA)

- The Administrator is appointed by the President, and reports directly to the Secretary.
- FMCSA carries out duties and powers of DOT to provide for motor carrier safety.

- FMCSA manages program and regulatory activities, including administering laws and promulgating and enforcing regulations relating to motor carrier safety.
- FMCSA carries out motor carrier registration and has limited authority to regulate household goods transportation.
- FMCSA develops strategies for improving commercial motor vehicle, operator and carrier safety.
- FMCSA inspects records and equipment of commercial motor carriers, investigates accidents and reports violations of motor carrier safety regulations.
- FMCSA carries out research, development and technology transfer activities to promote safety of operation and equipment of motor vehicles for the motor carrier transportation program.
- FMCSA provides grants to States that agree to adopt and enforce commercial motor vehicle safety laws and regulations compatible with the Federal regulations.

SCHEDULE FOR MAJOR PROGRAM AUTHORIZATIONS

Operating Administration	Name of Law	Last/Future Authorization
Federal Aviation Administration	Vision 100- Century of Aviation Reauthorization Act	Through October 1, 2007
Federal Highway Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)	Through October 1, 2009
Federal Motor Carrier Safety Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)	Through October 1, 2009
National Highway Traffic Safety Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)	Through October 1, 2009
Federal Railroad Administration	Federal Railroad Safety Accountability and Improvement Act (Administration Proposal in clearance)	Authorization of appropriation for Federal rail safety programs expired at the end of FY 1998. This administration proposal would reauthorize the Federal railroad safety program for FYs 07-10
Federal Transit Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)	Through October 1, 2009
Maritime Administration	The National Defense Authorization Act of 2005 (P.L. 108-375).	Through FY 2006
Pipelines and Hazardous Materials Safety Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) Pipeline Safety Improvement Act of 2006 (Administration Proposal)	Through October 1, 2009 Through FY 2010
Saint Lawrence Seaway Development Corporation	The Wiley-Dondero Act of May 13, 1954 (68 Stat. 92.33 U.S.C. 981)	This a permanent authorization without an expiration date
Research and Innovative Technology Administration	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)	Through October 1, 2009

[1] With passage of the Interstate Commerce Commission Termination Act of 1995 (P.L. 104-88, December 29, 1995), Congress established the Surface Transportation Board within DOT, effective January 1, 1996. While formally part of DOT, the Board is decisionally independent of DOT and by law "… shall not be responsible to or subject to the supervision or direction…of any other part of the Department of Transportation." (49 U.S.C. 703(c)).